



LOCAL GOVERNMENT
**HISPANIC
NETWORK**

*Advancing Excellence and Inclusiveness in Local
Government (Distributed 7/7/26)*

Agenda
July 10, 2026
12:30 pm PT/3:30 pm ET

Board of Directors

Samantha Tavares

Past-President

Marcus Steele

President

Matt Rivera

President-Elect

Alejandra Lopez

*Vice President for
Career Advancement*

**Daniel Ortiz-
Hernandez**

*Vice President for
Professional
Development*

Joe Camacho

*Vice President
for Membership*

At-Large Directors:

Carlos Baía

*Past ICMA Board
Member*

Andrea Alicoate

Susana Carbajal

Ramiro Inguanzo

Angel Landron

José Madrigal

Tony Martinez

Hazel Wetherford

Aarón Zavala

A. Call to Order/Roll Call/Welcome

B. APPROVAL: Consent Agenda – Receive and Approve

1. Board meeting Zoom recording links for June 5, 2026 (See links in appointment invitation)
2. Board Meeting Attendance Report for 2026*
3. Financial Reports for Approval (See appointment attachment) *

C. DISCUSSION/APPROVAL:

1. Discuss and Approve the Updated 2026 Chapter Toolkit*

D. DISCUSSION:

1. Present Highlights and Results of the Gov250 Gala, the ICMA/GFOA Convening June 23-24 in Washington, DC along with the GFOA Conference June 28-July 1 in Chicago, IL – **Samantha Tavares and Marcus Steele**
2. Review and Discuss the ICMA Draft Partnership Agreement*
3. Review LGHN Board Committee Updates – **Marcus Steele**
 - a. Career Advancement Committee – **Alex Lopez**
 - i. *August 11, 2026: Dealing Effectively with Elected Officials*
 - ii. *November 10, 2026: Program Wrap Up and Reflections*
 - b. Conference Planning Committee – **Joe Camacho**
 - c. International Committee – **Angel Landron**
 - i. *Standing meeting last Thursday of the month.*
 - d. Membership and Chapters Meetings – **Joe Camacho**
 - i. *Chapter tool kit update*
 - ii. *North Texas board formation meeting debrief of June 12, 2026, at the Dallas Cultural Center and next meeting planned late July*
 - iii. *Technical assistance underway for PHN (succession planning) and Florida (strategic planning) chapters.*
 - iv. *New Jersey chapter interest meetings pending.*
 - e. Professional Development - **Daniel Ortiz-Hernandez**
 - i. *See program attached**
 - f. Sponsorship and Fund Development – **Samantha Tavares**
 - i. *Meeting every other Thursday at 8:30 am PT/11:30 am ET*
 - g. Executive Committee – **Marcus Steele**
 - i. *Financial policies under development*

E. Informational Items:

Board Liaisons

Nat Rojanasathira

ICMA Liaison

Gabe Rodriguez

NACA Liaison

Dr. Philip Harris

NFBPA Liaison

Dario Gomez-Garcia

MissionSquare

Retirement Liaison

1. LGHN Board Liaison Reports
 - a. ICMA – **TBD**
 - b. NACA – **Gabe Rodriguez**
 - c. NFBPA – **Dr. Philip Harris**
 - d. MissionSquare – **Dario Garcia-Gomez**

F. Future Board Meeting Agenda Items

1. *Updated Affiliate Agreement with GFOA Underway*
2. *LGHN Legacy Leaders' Oral History Webinar TBD*
3. Clarify Board Commitments Related to the April 10, 2026 Update - TBD
 - a. Active financial oversight and governance
 - b. Personal financial contribution
 - c. Fundraising participation
 - d. Executive Director support and accountability
 - e. Regular meeting attendance and committee service
 - f. Community representation, organizational promotion, and advocacy
 - g. Strategic planning

G. Future Meeting Dates and LGHN 2026 Events

1. July 10, 2026 – LGHN Board Meeting – **date change**
2. August 7, 2026 – LGHN Board Meeting
3. September 4, 2026 – LGHN Board Meeting
4. October 9, 2026 – LGHN Board Meeting – **date change**
5. **October 17-21, 2026 – ICMA Annual Conference, Long Beach, CA**
6. **October 18, 2026, LGHN Dinner at ICMA Long Beach Museum of Art**
7. November 6, 2026 – LGHN Board Meeting
8. December 4, 2026 – LGHN Board Meeting

H. Adjournment

Updated 7/8/26	1/9	2/6	3/6	LGHN Conference 4/7-4/9	LGHN Board Workshop 4/10	5/1	6/5	7/10	8/7	9/4	10/9	ICMA Conference
<i>Name</i>												
Samantha Tavares	X	A	X	A	A	X	X					On Leave
Marcus Steele	X	X	A	X	X	X	X					Attending
Matt Rivera	A	X	X	X	X	X	X					Attending and registered for dinner
(formerly Mario Diaz) Tony Martinez	A			X	X	A	X					Attending
Ramiro Inguanzo	X	X	X	X	X	X	X					
Aarón Zavala	X	X	X	A	X	X	X					
Carlos Baía	X	A	X	A	A	X	X					
Andrea Alicoate	X	X	X	X	X	X	X					
(formerly Maria Solano) Angel Landron				X	X	X	X					
Joe Camacho	X	X	X	X	X	X	X					
Susana Carbajal	X	X	X	X	X	A	X					
Alejandra Lopez	X	X	A	X	X	X	X					
José Madrigal	X	X	X	X	X	X	X					
Daniel Ortiz Hernandez	X	X	X	X	X	X	X					
Hazel Wetherford	X	X	X	A	A	X	X					
Nat (ICMA Board)			A	A	A	A	A					
Gabriel Rodriguez (NACA Board)	X	X	X	X	X	A	A					
Dario Gomez-Garcia (MissionSquare)	X	A	A	X	X	A	X					Attending
Philip Harris (NFBPA Board)	X	X	X	A	X	X	X					

2025	1/25	LGHN Board of Directors' Workshop 1/26	LGHN Annual Conference 1/27-1/29	3/25	4/25	5/25	7/25	9/25	10/25	ICMA	11/25	12/25
<i>Name</i>												
Samantha Tavares	X	X	X	X	(Attending NFBPA)	X	X	X	X	X	X	X
Marcus Steele	X	X	X	X	X	X	X	X	X	X	X	X
Matt Rivera	X	X	X	X	X	X	X	X	X	-	X	X
Mario Diaz	X	X	X	X	X	X	X	-	X	X	-	-
Ramiro Inguanzo	X	X	X	X	X	X	X	X	X	X	X	-
Aarón Zavala	X	X	-	X	X	X	X	X		-	X	-
Carlos Baía	X	-	-	-	X	X	X	X	X	X	X	X
Andrea Alicoate	A	X	X	X	X	X	-	X	-	X	-	-
Maria Solano			-	X	X	X	X	X				
Joe Camacho	X	X	X	X	X	X	X	-	-	X	X	X
Susana Carbajal			X	X	X	-	X	X	-	X	X	X
Alejandra Lopez	X	X	X	-	-	X	-	X	X	X	X	X
José Madrigal			X	-	X	X	-	X	X	-	-	-
Daniel Ortiz			X	X	X	X	X	X	-	-	X	X
Hazel Wetherford	X	X	-	X	X	X	X	X	X	X	X	X
Jorge Gonzalez (ICMA Board)	-	-	X	-	-	-	-	-	-	X	-	-
Gabriel Rodriguez (NACA Board)	X	X	X	-	-	-	X	X	X	-	-	X
Dario Gomez-Garcia (MissionSquare)	X	X	X	-	-	X	X	X	-	X	-	X
Philip Harris (NFBPA Board)								X	-	X	X	X

2024	1/24	LGHN 1/17-1/19 and Board Retreat	2/24	3/24	4/24	5/24 Board Workshop	6/24	7/24	8/24	9/24	ICMA Conference	10/24	11/24	12/24
Samantha Tavares	X	Attended	On Leave	On Leave	On Leave	On Leave	On Leave	X	X	X	-	X	X	X
Bob Harrison (Resigned May 3, 2024)	X	Attended	X	A	X	X								
Raymond Gonzales (Resigned May 6, 2024)	A	A	A	A	A	A								
Ramiro Inguanzo	X	Attended	X	X	X	X	X	X	X	X	-	A	A	X
Gricelda Estrada (Resigned March 1, 2024)	X	A	X	X										
Carlos Baia	X	Attended	X	A	A	X	A	X	A	X	Attended	A	X	X
Noel Bernal	X	Attended	X	X	A	A	X	X	X	A	Attended	X	A	A
Mariana Bojorquez	X	Professional Conflict	X	A	A	X	A	A	A	A	-	A	A	
Mario Diaz (Vice President and Career Advancement Chair as of June 7, 2024)	X	Attended	X	X	X	X	A	X	A	X	-	A	X	X
Alejandra Lopez	X	Attended	X	X	X	A	X	X	X	X	Attended	X	X	X
Ramiro Salazar (Resigned November 1, 2024)	X	Attended	X	A	A	A	A	A	A	A	-	A	A	
Marcus Steele (President-Elect as of June 7, 2024)	X	Attended	X	X	X	X	X	X	X	X	Attended	X	X	X
Matt Rivera	X	Attended	A	X	X	X	X	X	X	X	Attended	X	X	X
Hazel Wetherford	X	Attended	X	X	X	X	A	X	X	X	Attended	X	X	X
Aaron Zavala (Vice President and Membership Chair as of July 12, 2024)	X	Attended	X	X	X	X	X	X	X	X	Attended	X	X	X
Andrea Alicoate											-	A	X	A
Joe Camacho											-	X	X	X
Jorge Gonzalez (ICMA Board)	X	Professional Emergency	A	A	A	A	A	A	A	A	Attended	A	A	A
Gabriel Rodriguez (NACA Board)	X	Attended	X	X	X	A	X	X	X	X	-	A	A	X
Ines Guerrero/ Deanna Santana (MissionSquare)	X	Family Emergency	X	A	A	X	A	X	X	X	Attended	A	A	X

2023	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23	9/23	ICMA 10/1-10/4	10/23	11/23	12/23
Samantha Tavares	A	X	X	X	A	X	X	X	X	X	Attended	X	X	X
Bob Harrison	X	X	X	A	X	X	X	X	X	X	Attended	X	X	X
Raymond Gonzales	A	A	A	A	A	A	A	A	A	A	-	A	A	A
Ramiro Inguanzo	A	A	X	A	X	A	X	X	A	X	-	X	X	X
Gricelda Estrada	A	A	A	X	X	X	A	X	A	A	-	X	A	A
Carlos Baia	X	X	X	X	X	X	X	X	X	X	Attended	X	X	X
Raoul Lavin Through October	A	X	X	A	X	X	X	A	X	X	Attended	X	Incoming Mario Diaz X	X
Noel Bernal	X	X	X	X	A	A	A	A	X	X	Attended	X	A	X
Mariana Bojorquez	X	X	A	X	A	X	A	A	X	X	-	A	A	A
Alejandra Lopez	X	X	X	X	A	X	X	X	X	X	Attended	X	A	X
Ramón Pérez- Goizueta Through October	A	A	X	X	A	A	X	A	A	A	-	A	Incoming Aaron Zavala X	X
Ramiro Salazar	A	X	X	A	A	X	X	A	X	X	Attended	A	X	A
Marcus Steele	A	X	X	X	A	X	X	X	X	X	Attended	X	X	X
Matt Rivera	A	X	A	X	X	X	X	X	A	X	Attended	X	X	X
Hazel Wetherford	X	A	X	X	A	X	X	X	X	X	Attended	X	X	X
Victor Cardenas Through September (ICMA Board)	A	X	X	X	A	X	A	X	X	X	Attended	Incom ing Jorge Gonza lez	X	A
Gabriel Rodriguez (NACA Board)	X	X	A	A	A	X	X	X	A	X	Attended	A	A	X
Ines Guerrero/ Deanna Santana (MissionSquare)	A	X	A	X	A	X	X	X	X	X	Attended	X	Incoming Deanna Santana	A

Local Government Hispanic Network
Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L Classes
January - December 2026

	Total			
	Actual	Budget	over Budget	% of Budget
Income				
43400 Direct Public Support			0.00	
43455 Corporate Support	70,000.00	90,000.00	-20,000.00	77.78%
Total 43400 Direct Public Support	\$ 70,000.00	\$ 90,000.00	-\$ 20,000.00	77.78%
46400 Other Types of Income			0.00	
46410 Advertising Sales	57,300.00	135,000.00	-77,700.00	42.44%
46430 Miscellaneous Revenue		1,000.00	-1,000.00	0.00%
Total 46400 Other Types of Income	\$ 57,300.00	\$ 136,000.00	-\$ 78,700.00	42.13%
47200 Program Income	260.00		260.00	
47230 Membership Dues			0.00	
47231 Local Chapters		4,700.00	-4,700.00	0.00%
47233 Individual	3,954.72	9,625.00	-5,670.28	41.09%
47234 Local Government	7,000.00	10,000.00	-3,000.00	70.00%
47237 Regional Chapter Florida	4,800.00	6,600.00	-1,800.00	72.73%
47239 Regional Chapter Illinois	1,800.00	3,550.00	-1,750.00	50.70%
47240 Regional Chapter Central Texas	2,828.11	5,700.00	-2,871.89	49.62%
47241 Regional Chapter Colorado	11,000.00	17,400.00	-6,400.00	63.22%
47242 Regional Chapter Michigan	3,000.00	3,000.00	0.00	100.00%
47243 Regional Chapter NorCal	7,800.00	5,275.00	2,525.00	147.87%
Total 47230 Membership Dues	\$ 42,182.83	\$ 65,850.00	-\$ 23,667.17	64.06%
47270 LGHN Dinner Registrations	200.00	3,570.00	-3,370.00	5.60%
47271 LGHN Dinner Sponsorships		20,000.00	-20,000.00	0.00%
47275 LGHN Reception at ICMA	1,000.00	2,000.00	-1,000.00	50.00%
Total 47200 Program Income	\$ 43,642.83	\$ 91,420.00	-\$ 47,777.17	47.74%
49000 Special Events Income			0.00	
49010 Special Events Contributions		6,000.00	-6,000.00	0.00%
Total 49000 Special Events Income	\$ 0.00	\$ 6,000.00	-\$ 6,000.00	0.00%
Total Income	\$ 170,942.83	\$ 323,420.00	-\$ 152,477.17	52.85%
Gross Profit	\$ 170,942.83	\$ 323,420.00	-\$ 152,477.17	52.85%
Expenses				
60900 Business Expenses	525.99		525.99	
60920 Business Registration Fees		120.00	-120.00	0.00%
60960 Merchant Services Fees	4,308.69	8,000.00	-3,691.31	53.86%
Total 60900 Business Expenses	\$ 4,834.68	\$ 8,120.00	-\$ 3,285.32	59.54%
62100 Contract Services	4,580.00		4,580.00	
62110 Accounting Fees	4,050.00	9,600.00	-5,550.00	42.19%
62140 Legal Fees		1,250.00	-1,250.00	0.00%
62150 Outside Contract Services	99,196.73	225,000.00	-125,803.27	44.09%
Conference Support	2,500.00		2,500.00	
Total 62100 Contract Services	\$ 110,326.73	\$ 235,850.00	-\$ 125,523.27	46.78%
65000 Operations			0.00	
65009 Computer Software	5,087.38	5,600.00	-512.62	90.85%
65020 Postage, Mailing Service	241.11	1,500.00	-1,258.89	16.07%
65030 Printing and Copying	157.85	500.00	-342.15	31.57%
65040 Supplies	5.00	150.00	-145.00	3.33%
65060 Website	7,275.78	12,000.00	-4,724.22	60.63%
Total 65000 Operations	\$ 12,767.12	\$ 19,750.00	-\$ 6,982.88	64.64%
65100 Other Types of Expenses			0.00	
65110 Advertising/Marketing Expenses		4,000.00	-4,000.00	0.00%
65120 Insurance - Liability, D and O	955.00	1,200.00	-245.00	79.58%
65140 Contributions		1,500.00	-1,500.00	0.00%
65160 Other Costs		500.00	-500.00	0.00%
65170 Scholarships Awarded		1,500.00	-1,500.00	0.00%
65180 Special Events		7,000.00	-7,000.00	0.00%
65185 Program Activities			0.00	
65181 LGHN Dinner at ICMA Conference	3,500.00	18,500.00	-15,000.00	18.92%
65182 LGHN Reception at ICMA Conference		2,000.00	-2,000.00	0.00%
Member and Partner Engagement		4,000.00	-4,000.00	0.00%
Total 65185 Program Activities	\$ 3,500.00	\$ 24,500.00	-\$ 21,000.00	14.29%
65190 Special Projects, Chap Support	1,177.73	5,000.00	-3,822.27	23.55%
Board of Directors Retreat			0.00	
Retreat		1,500.00	-1,500.00	0.00%
Total Board of Directors Retreat	\$ 0.00	\$ 1,500.00	-\$ 1,500.00	0.00%
Total 65100 Other Types of Expenses	\$ 5,632.73	\$ 46,700.00	-\$ 41,067.27	12.06%
68300 Travel and Meetings	472.42		472.42	
68310 Conf, Conv, Meeting-Nat'l	581.28	10,000.00	-9,418.72	5.81%
68320 Meeting Travel-Reg'l	1.00	1,000.00	-999.00	0.10%
68330 ICMA Conference Committee		2,000.00	-2,000.00	0.00%
Total 68300 Travel and Meetings	\$ 1,054.70	\$ 13,000.00	-\$ 11,945.30	8.11%
Total Expenses	\$ 134,615.96	\$ 323,420.00	-\$ 188,804.04	41.62%
Net Operating Income	\$ 36,326.87	\$ 0.00	\$ 36,326.87	
Net Income	\$ 36,326.87	\$ 0.00	\$ 36,326.87	

Local Government Hispanic Network
Profit and Loss by Class
January - June, 2026

	2026 Conference	Admin/Oper ating	Frances Gonzalez Scholarship	Reserve	TOTAL
Income					
43400 Direct Public Support					0.00
43455 Corporate Support		70,000.00			70,000.00
43457 Scholarship			5,445.00		5,445.00
Total 43400 Direct Public Support	\$ 0.00	\$ 70,000.00	\$ 5,445.00	\$ 0.00	\$ 75,445.00
46400 Other Types of Income					0.00
46410 Advertising Sales		57,300.00			57,300.00
Total 46400 Other Types of Income	\$ 0.00	\$ 57,300.00	\$ 0.00	\$ 0.00	\$ 57,300.00
47200 Program Income		260.00			260.00
47230 Membership Dues					0.00
47233 Individual		3,954.72			3,954.72
47234 Local Government		7,000.00			7,000.00
47237 Regional Chapter Florida		4,800.00			4,800.00
47239 Regional Chapter Illinois		1,800.00			1,800.00
47240 Regional Chapter Central Texas		2,828.11			2,828.11
47241 Regional Chapter Colorado		11,000.00			11,000.00
47242 Regional Chapter Michigan		3,000.00			3,000.00
47243 Regional Chapter NorCal		7,800.00			7,800.00
Total 47230 Membership Dues	\$ 0.00	\$ 42,182.83	\$ 0.00	\$ 0.00	\$ 42,182.83
47250 Conference Registration	76,480.00				76,480.00
47260 Conference Sponsorship	46,500.00				46,500.00
47270 LGHN Dinner Registrations		200.00			200.00
47275 LGHN Reception at ICMA		1,000.00			1,000.00
Total 47200 Program Income	\$ 122,980.00	\$ 43,642.83	\$ 0.00	\$ 0.00	\$ 166,622.83
Total Income	\$ 122,980.00	\$ 170,942.83	\$ 5,445.00	\$ 0.00	\$ 299,367.83
Gross Profit	\$ 122,980.00	\$ 170,942.83	\$ 5,445.00	\$ 0.00	\$ 299,367.83
Expenses					
60900 Business Expenses		525.99			525.99
60960 Merchant Services Fees		4,308.69			4,308.69
Total 60900 Business Expenses	\$ 0.00	\$ 4,834.68	\$ 0.00	\$ 0.00	\$ 4,834.68
62100 Contract Services		4,580.00			4,580.00
62110 Accounting Fees		4,050.00			4,050.00
62150 Outside Contract Services		99,196.73			99,196.73
Conference Support	674.59	2,500.00			3,174.59
Total 62100 Contract Services	\$ 674.59	\$ 110,326.73	\$ 0.00	\$ 0.00	\$ 111,001.32
65000 Operations					0.00
65009 Computer Software		5,087.38			5,087.38
65020 Postage, Mailing Service		241.11			241.11
65030 Printing and Copying		157.85			157.85
65040 Supplies		5.00			5.00
65060 Website		7,275.78			7,275.78
Total 65000 Operations	\$ 0.00	\$ 12,767.12	\$ 0.00	\$ 0.00	\$ 12,767.12
65100 Other Types of Expenses					0.00
65120 Insurance - Liability, D and O		955.00			955.00
65170 Scholarships Awarded			2,000.00		2,000.00
65185 Program Activities					0.00
65181 LGHN Dinner at ICMA Conference		3,500.00			3,500.00
Catering	59,560.58				59,560.58
Event Insurance	204.00				204.00
Event Transportation	5,608.80				5,608.80
Facility Rental	53,645.86				53,645.86
IT/Video Services	38,299.60				38,299.60
Printing/Copy/Mktg	5,147.36				5,147.36
Total 65185 Program Activities	\$ 162,466.20	\$ 3,500.00	\$ 0.00	\$ 0.00	\$ 165,966.20
65190 Special Projects, Chap Support		1,177.73			1,177.73
Total 65100 Other Types of Expenses	\$ 162,466.20	\$ 5,632.73	\$ 2,000.00	\$ 0.00	\$ 170,098.93
68300 Travel and Meetings		472.42			472.42
68310 Conf, Conv, Meeting-Nat'l		581.28			581.28
68320 Meeting Travel-Reg'l		1.00			1.00
Total 68300 Travel and Meetings	\$ 0.00	\$ 1,054.70	\$ 0.00	\$ 0.00	\$ 1,054.70
Total Expenses	\$ 163,140.79	\$ 134,615.96	\$ 2,000.00	\$ 0.00	\$ 299,756.75
Net Operating Income	-\$ 40,160.79	\$ 36,326.87	\$ 3,445.00	\$ 0.00	-\$ 388.92
Other Income					
Transfer from Reserve	32,670.79				32,670.79
Transfer to Conference				-32,670.79	-32,670.79
Total Other Income	\$ 32,670.79	\$ 0.00	\$ 0.00	-\$ 32,670.79	\$ 0.00
Net Other Income	\$ 32,670.79	\$ 0.00	\$ 0.00	-\$ 32,670.79	\$ 0.00
Net Income	-\$ 7,490.00	\$ 36,326.87	\$ 3,445.00	-\$ 32,670.79	-\$ 388.92

Local Government Hispanic Network

Profit and Loss

January 2025 - June 2026

	<u>Total</u>
Income	
47200 Program Income	
47250 Conference Registration	88,970.00
47260 Conference Sponsorship	46,500.00
Total 47200 Program Income	\$ 135,470.00
Total Income	\$ 135,470.00
Gross Profit	\$ 135,470.00
Expenses	
62100 Contract Services	
Conference Support	674.59
Total 62100 Contract Services	\$ 674.59
65100 Other Types of Expenses	
65185 Program Activities	
Catering	59,560.58
Event Insurance	204.00
Event Transportation	5,608.80
Facility Rental	58,645.86
IT/Video Services	38,299.60
Printing/Copy/Mktg	5,147.36
Total 65185 Program Activities	\$ 167,466.20
Total 65100 Other Types of Expenses	\$ 167,466.20
Total Expenses	\$ 168,140.79
Net Operating Income	-\$ 32,670.79
Other Income	
Transfer from Reserve	32,670.79
Total Other Income	\$ 32,670.79
Net Other Income	\$ 32,670.79
Net Income	\$ 0.00

Wednesday, Jul 08, 2026 01:22:51 PM GMT-7 - Cash Basis

Local Government Hispanic Network

Balance Sheet

As of June 30, 2026

	<u>Total</u>
ASSETS	
Current Assets	
Bank Accounts	
10000 US Bank - checking	0.00
Dinner Reserve	2,932.00
Frances Gonzalez Scholarship	31,528.99
Joel Valdez	428.03
Operating Cash	7,145.15
Operating Reserves	42,329.21
Total 10000 US Bank - checking	\$ 84,363.38
10000 US Bank - savings	200,000.00
Total Bank Accounts	\$ 284,363.38
Total Current Assets	\$ 284,363.38
TOTAL ASSETS	\$ 284,363.38
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
25001 Florida Chapter Payable	7,853.27
25003 Illinois Chapter Payable	5,765.53
25004 Colorado Chapter Payable	6,820.00
25005 Central TX Chapter Payable	4,408.71
25006 Michigan Chapter Payable	1,860.00
25007 NorCal Chapter Payable	4,240.12
Total Other Current Liabilities	\$ 30,947.63
Total Current Liabilities	\$ 30,947.63
Total Liabilities	\$ 30,947.63
Equity	
32000 Retained Earnings	253,804.67
Net Income	-388.92
Total Equity	\$ 253,415.75
TOTAL LIABILITIES AND EQUITY	\$ 284,363.38

The LGHN Chapter Toolkit

Building Leadership, Inclusion & Impact in Local Government

Message from the LGHN Board President

Dear LGHN Chapter Leaders and Members,

The strength of the Local Government Hispanic Network (LGHN) is grounded in its chapters. Across cities, counties, and regions, chapters bring together professionals committed to public service, leadership development, and community impact. Through your work, LGHN's mission comes to life at the local level.

This 2026 Chapter Toolkit builds on the collective experience of LGHN chapters nationwide. It reflects lessons learned from years of programming, partnership-building, mentorship, and service. It is designed to support both emerging and established chapters with practical guidance, adaptable tools, and shared best practices.

Thank you for your leadership, dedication, and commitment to advancing excellence in local government.

— LGHN Board President

How to Use This Toolkit

This toolkit is designed for LGHN chapter leaders, board members, committee chairs, and engaged members. Chapters may use the toolkit as a start-up guide, an annual planning resource, or a reference for strengthening operations and programs. Each section may be used independently and adapted to local context while remaining aligned with LGHN's national mission and values. *LGHN website and resource links are included in the addendum.*

Add: Table of Contents

1. Introduction to LGHN

National Vision and Objectives

The Local Government Hispanic Network (LGHN) exists to promote professional excellence among Hispanic/Latino local government administrators and officials serving communities with significant Hispanic/Latino populations. LGHN strives to improve the management of local government, provide unique resources to support ethical, effective, and inclusive public service, and advance the principles of professional local governance. In partnership with organizations such as the International City/County Management Association (ICMA), NFBPA, NACO, GFOA and other affiliates, LGHN works collaboratively to achieve shared goals and strengthen the profession. [Learn more about the history and establishment of LGHN.](#)

National objectives:

- Support communities in improving quality of life for Hispanic/Latino populations.
- Increase Hispanic/Latino engagement in local governance through better access to government.
- Promote careers in local government within the Hispanic/Latino community.
- Share knowledge and resources among LGHN members.
- Encourage ongoing education and training in local government administration.
- Build partnerships with organizations like ICMA to achieve shared goals.
- Secure funding from private, public, and nonprofit sources to advance LGHN objectives.
- Explore alliances with Hispanic/Latino professional groups, corporate partners, and affiliated organizations to strengthen collaboration.

LGHN Website and Resource Library Links are included in the addendum.

Types of Chapters

- **Regional Chapter**
 - Composed of multiple jurisdictions; staff hold membership in both LGHN and the Regional Chapter.
 - Jurisdictions may include unlimited staff members.
 - Chapters can host events and offer programming independently or in partnership with LGHN.
 - Chapter dues are set by the Regional Chapter's forming board.
 - May be in-state regions (e.g. Central Texas Local Government Hispanic Network) or statewide (e.g. Illinois Local Government Hispanic Network).
- **Local Chapter**
 - Composed of a single jurisdiction (e.g. Phoenix Hispanic Network); staff hold memberships in both LGHN and the Local Chapter.
 - Jurisdictions may include unlimited staff members.
 - Chapters may host events and offer programming independently of LGHN.

- Dues are determined by the number of employees working for the organization.

Benefits of Chapter Affiliation

- **Affordable Professional Development:** Offers a cost-effective way for local governments to provide high-quality training to more employees compared to national memberships. Most professional development webinars, etc. are offered at no cost to members.
- **Unlimited Membership:** Regional and Local chapters allow an unlimited number of members per jurisdiction.
- **Access to ICMA and Affiliates:** LGHN is an ICMA affiliate and provides access to ICMA resources, programs, and professional development opportunities. LGHN maintains relationships with NFBPA, I-NAPA, GFOA and NACA for broader networking and collaboration.
- **Financial Support:** LGHN offers short-term financial services administration to emerging and new chapters.
- **Unlimited Free Job Postings:** Jurisdiction can post jobs on LGHN's job board at no cost.
- **Tax-Exempt Status for Sponsorships:** Chapters can utilize LGHN's tax-exempt status to seek event sponsors.
- **Event Planning Assistance:** Support for organizing chapter events.
- **Access to Programming:** Access to all LGHN programming and networking with other chapters.

Why Chapters Matter

LGHN chapters play a vital role in advancing LGHN's mission by fostering engagement at the local level and serving as a bridge to the national network. Chapters help build leadership pipelines in the state and nationally, strengthen professional connections, and ensure LGHN's goals are achieved through local action and collaboration. Local and regional chapter benefits include:

- 3-4 in-person networking events and professional development programs per year
- Coordination with other local government affiliates to streamline programming and can increase membership program offerings
- Provide local in-person mentorship opportunities

Beyond chapter benefits, LGHN provides scholarships and coordinates with the national affiliates (GFOA, ICMA, NFBPA, etc.) to provide 30-40 hours of webinar professional development and training programming each year, scholarship opportunities for national conferences and certificate programs through our partnerships with ICMA, NFBPA and GFOA.

The Chapter–National Partnership

The following table outlines the distinct roles and responsibilities of LGHN and its Chapters, as well as the shared responsibilities that require collaboration between both entities. This comparison is designed to clarify expectations, strengthen alignment, and ensure effective partnership in advancing LGHN's mission and goals.

Role of Chapters	Shared Responsibilities	Role of LGHN
Local or Regional programming, member engagement, community partnerships, local sponsorships.	Promote cultural competency.	Stand up new chapters.
Promote and advance, with documented results, LGHN's and your chapter's mission and goals.	Build a positive brand for LGHN and the chapter.	Offer short-term fiscal guidance & compliance, sponsorship oversight.
Maintain records of activities and events.	Develop annual chapter workplan.	Operate and assist with membership management databases.
Develop leadership capacity to maintain a pipeline of board and committee members.	Contribute, plan, and participate in conferences.	Website/webpage access and tools, at cost.
Develop members to grow the pool of local government leaders and serve in leadership roles with LGHN and Affiliates.		Maintain and develop professional development programming with contributors.
Identify subject matter experts to speak at LGHN and Affiliates' regional and state events.		

Scope Alignment

LGHN Chapters should ensure their goals and programs align with the national objectives outlined earlier and remain within the responsibilities defined in the table above. This alignment helps prevent scope creep, where chapters assume excessive responsibilities or shift focus away from programming that supports national priorities.

Reflection Questions:

1. Does this program directly support one or more of LGHN's national objectives?
2. Are we operating within the chapter responsibilities outlined above?

3. How will this activity strengthen alignment between chapter and national priorities?

Developing a strategic plan is an effective way to ensure chapter activities align with both national objectives and chapter responsibilities. Section 4 provides detailed guidance on creating a strategic plan that supports this alignment.

2. Governance and Leadership

How to build a strong, trusted, and sustainable LGHN chapter

Governance and leadership are the backbone of a healthy LGHN chapter. When done well, they create clarity, shared ownership, and continuity so the chapter can focus on what really matters: uplifting Hispanic/Latino leaders in local government.

This section explains how to form a chapter, how leadership should be structured, and how to prepare future leaders, all in a way that is approachable and practical.

Steps to Forming a Chapter

Starting a chapter does not need to be complicated. At its core, a chapter exists to serve members locally while aligning with LGHN's national mission. The intent of the list of basic steps below is for start-up of a chapter. As the chapter matures, modifications can be made. *A chapter formation checklist is included in the addendum.*

Basic steps to get started:

1. Getting support from your city or county's executive leadership is a vital first step.
2. Identify an Interest Group
 - A small group of committed professionals (5–10 people) who believe in LGHN's mission. Best practice is recruitment of more members at inception for a working Board. If you are a regional chapter with multiple jurisdictions, best practice is to have multiple jurisdictions on the board.
 - Diversity of roles, agencies, and experience levels is encouraged.
3. Select Interim Leaders
 - Identify a temporary Chair/President and Treasurer to guide the start-up phase. Include committee chairs and committee members to assist with the startup. The broader the base of support at startup increases likelihood of success.
 - These roles help coordinate meetings and communication with LGHN.
4. Define Your Geographic or Organizational Scope
 - Decide whether the chapter will be local, regional, or statewide.
 - Clear boundaries prevent confusion and duplication of effort.
5. Adopt Basic Bylaws
 - Use LGHN's model bylaws as a starting point. *Sample bylaws template is included in the addendum.*

- Bylaws provide structure—not bureaucracy.
- 6. Coordinate with LGHN National
 - Contact LGHN to review expectations and timeline.
 - Align branding, fiscal handling, and programming expectations.
- 7. Launch with Purpose
 - Host a kickoff meeting or event.
 - Clearly communicate who you are, why you exist, and how people can get involved.
- 8. Creating Governance Norms
 - Attendance
 - Roles and responsibilities
- 9. Dues Framework
 - Basic financial considerations and discussions to have

Helpful mindset: Chapters are built *with* people, not *for* people. Start small, stay consistent, and grow intentionally.

Chapter Bylaws Overview

Why bylaws matter (and why they don't need to be scary)

Bylaws are simply the rules of the road for how your chapter operates. They create fairness, transparency, and continuity, especially when leadership changes. Adopt start-up bylaws that give the board the authority to make changes until the chapter is established (12-24 months). Keep startup bylaws simple.

Recommended bylaw sections include:

- Chapter name and purpose
- Membership eligibility
- Board roles and responsibilities
- Officer terms and elections
- Committees
- Financial oversight
- Meeting requirements
- Conflict of interest and ethics

Key principles to remember:

- Bylaws should be clear, not lengthy
- They should enable action, not slow it down
- They should be reviewed periodically and updated as the chapter evolves

Think of bylaws as a seatbelt - you hope you never need them, but you're grateful they are there. *Sample bylaws included in the addendum.*

Board Composition and Committees

An effective board is not about titles, it's about balance. Strong chapters intentionally build boards with complementary skills and shared values. The following are examples of the roles and responsibilities of a board. *An example organization chart is provided in the addendum.*

Ideal Board Officer Role Descriptions for LGHN Chapters

Immediate Past President/Mentor

Provides continuity, institutional knowledge, and mentorship to support smooth leadership transitions. For new chapters with no past president, a more senior-level mentor is advised.

- Advises the President and Board using historical perspective
- Mentor new officers and emerging leaders
- Helps ensure strategic priorities stay consistent across leadership changes
- Supports special initiatives or transition planning when needed

President

Serves as the leader of the chapter and ensures the chapter stays aligned with LGHN's mission and values.

- Facilitates board and executive committee meetings
- Represents the chapter to LGHN National and external partners
- Oversees overall chapter operations and progress toward goals
- Appoints committee chairs and supports committee work
- Serves as a public ambassador for the chapter

Vice President / President-Elect

Supports the President while preparing to step into the President role in the future.

- Steps in for the President when needed
- Helps lead major initiatives or flagship events (such as conferences)
- Coordinates special projects and partnerships
- Learns the full scope of chapter leadership in preparation for succession
- Acts on behalf of President when President is unavailable

Treasurer

Ensures the chapter's finances are managed responsibly, transparently, and in compliance with LGHN requirements.

- Oversees receipt and disbursement of chapter funds
- Tracks income, expenses, and budgets
- Prepares and presents financial reports to the Board
- Ensures financial records are accurate and complete

- Coordinates with LGHN National on required financial reporting

Communications Director/Secretary

Maintains the chapter's records and ensures clear, consistent communication with members and partners.

- Maintains bylaws, policies, and official records
- Records and distributes board meeting minutes
- Oversees newsletters, website updates, and social media
- Ensures messaging aligns with LGHN branding and values
- Chairs the Communications Committee

Membership Director

Role Purpose:

Builds, sustains, and engages the chapter's membership base.

What this role does in practice:

- Develop outreach plan for new member jurisdictions and to enroll employees within a jurisdiction.
- Coordinates member recruitment and renewals
- Maintains accurate membership records
- Promotes the value and benefits of LGHN membership
- Develops engagement and retention strategies
- Chairs the Membership Committee

Recruitment strategies are discussed in Section 6.

Programs and Events Director

Role Purpose:

Designs and delivers meaningful programming that advances professional development and community connection.

What this role does in practice:

- Develops the annual events and programming calendar
- Plans and executes trainings, networking events, and panels
- Coordinates speakers and facilitators
- Ensures events align with LGHN priorities and themes
- Chairs the Programs and Events Committee

Partnerships and Sponsorships Director

Role Purpose:

Builds relationships that strengthen the chapter's impact and financial sustainability.

What this role does in practice:

- Develops and maintains relationships with sponsors and partners
- Coordinates sponsorship opportunities for programs and events
- Ensures ethical and mission-aligned partnerships
- Works closely with the Treasurer and Events Director
- Helps expand the chapter's regional influence

At-Large Directors**Role Purpose:**

Provide flexible leadership support and ensure diverse perspectives are represented.

What this role does in practice:

- Supports board initiatives and special projects
- Serves as a liaison to members across the region
- Participates in at least one committee
- Brings new ideas, feedback, and community insights to the Board

Desired Skill Sets Across the Board

A strong board collectively brings:

- Financial literacy
- Event planning experience
- Communications or marketing skills
- Strategic thinking
- Relationship-building and community outreach

Not every board needs specialized director positions. In many cases, Directors at Large can serve as leads over areas like marketing, programming, or membership. It depends on the structure, needs, and fit for your Network's board. No single person is expected to do everything. Together, the board should make sure these key functions are covered.

Committees: Why They Matter*How to share the work and grow leaders*

Committees help distribute workload and develop future leaders. They also create more ways for members to engage beyond the board. Strong committee structures create sustainability within a board.

Common committee examples:

- Membership & Engagement
- Programming & Events
- Sponsorships & Partnerships
- Communications & Marketing
- Mentorship & Professional Development

Committees should:

- Have a clear purpose
- Be led by a board member or trusted volunteer
- Report back regularly to the board

Committees are leadership training grounds where future board members emerge.

Board Onboarding

New board members should never feel like they are “drinking from a firehose.” A simple onboarding process makes a big difference.

Recommended onboarding elements:

- Welcome conversation with the President or designee
- Overview of LGHN’s mission and chapter goals
- Copy of bylaws and role descriptions
- Annual calendar and meeting schedule
- Current budget snapshot
- Expectations for time commitment and conduct
- Introduction to key partners and committees

A thoughtful onboarding process builds confidence, accountability, and trust.

Leadership Development and Continuity

Ensuring the chapter outlives any one leader

Succession planning is one of the most important, and often overlooked, parts of chapter leadership.

Why it matters:

- Prevents burnout
- Preserves institutional knowledge
- Keeps momentum during leadership transitions

- Signals professionalism and maturity

Practical Succession Strategies

- Use term limits to encourage healthy rotation
- Create President-Elect or Vice President roles
- Identify and mentor emerging leaders early
- Document processes and lessons learned
- Encourage outgoing leaders to stay involved as advisors
- Board Member shadowing/co-chairing

Strong leaders don't just lead—they leave the ladder down.

Annual Review/Board Review template and Succession Plan Template are included in the addendum.

Leadership Culture: The LGHN Way

LGHN chapters thrive when leadership is:

- Inclusive
- Transparent
- Collaborative
- Rooted in service

Leadership is not about control it's about creating space for others to grow while staying aligned with LGHN's national mission.

When governance is clear and leadership is intentional, chapters become places where people feel:

- Seen
- Supported
- Challenged
- Inspired

And that is how lasting impact is made.

3. Fiscal Management and Compliance

Strong fiscal stewardship ensures that LGHN chapters operate transparently, maintain alignment with organizational policy, and have the financial stability needed to carry out meaningful programmatic work. This section outlines financial models, chapter finance management processes, reporting expectations, and agreements for chapters that manage local funds. Information on outreach to sponsors to get funding for chapter events is discussed in Section 8.

Dues Structure and Financial Models

Chapters may adopt financial models that match their size, activity levels, and administrative capacity. Common options include:

- Flat Dues Model: Members pay a single annual rate that supports chapter operations such as events, communications, and administrative needs.
- Tiered Dues Model: Different rates apply to categories such as executive, supervisory, operations, or retired members, increasing accessibility while supporting stable chapter budgets.
- Event-Based Revenue Model: Instead of traditional dues, chapters rely on revenue from events, trainings, workshops, and sponsorships. Chapters using this model must maintain clear records of income and reconcile revenue.
- Hybrid Model: A combination of member dues and event-based revenue that creates diversified, predictable funding.

All chapters must ensure compliance with LGHN policies on dues, fundraising, and reporting.

Managing Chapter Finances

Responsible financial management includes budgeting, reporting, tracking expenses, and following clear approval processes.

Establishing Chapter Budgets

- As jurisdictions join the regional chapter and LGHN, the chapter portion of their dues are accounted for in a line item (one per chapter) in the LGHN budget. LGHN will assist with invoicing and paying for expenditures from the chapter line item.
- Resources for start-up chapters:
 - Some chapters have had one or more of their local jurisdictions contribute to start-up expenses for kickoff events to recruit members.
 - Charge a modest event fee to pay for kickoff events.
 - Contact established affiliates to co-sponsor events (e.g., NFBPA, GFOA, Mission Square regional office, etc.).

Budget Planning

- Draft an annual budget at the beginning of the fiscal year that includes projected revenue and planned expenses.
- Align budget categories with chapter strategic plans, goals, and LGHN priorities:
 - Programming
 - Events
 - Marketing
 - Scholarships
 - Travel

- Review the monthly budget and adjust based on actual expenditures and income.
- Maintain documentation for all budget changes.

LGHN operates on a calendar year basis. Chapters are encouraged to plan a calendar year budget as well. The general timeline is:

- January: start of fiscal year.
- July: mid-year budget review with adjustments as necessary.
- October: prepare draft budget.
- November: present draft budget to the board of directors for review and input.
- December: board of directors approve budget.

Expense Approvals

- Establish approval thresholds for expenditures (e.g., treasurer authority up to a certain amount; board approval for higher amounts).
- All expenses require written approval and itemized receipts.
- Chapters must follow LGHN's documentation requirements when using LGHN-managed accounts or requesting reimbursements.

Financial Reporting Requirements

LGHN uses a standardized system to support consistency and accountability across all chapters. Chapters must adhere to the following procedures when managing funds or requesting financial support.

LGHN-Collected Membership Dues

- LGHN collects membership dues directly from members.
- The chapter's designated share of dues is placed into a dedicated LGHN accounting line item used exclusively for the chapter.
- Chapters may request their current balance at any time.

Chapters Using an External Fiscal Agent

- Some chapters utilize a third-party fiscal agent (e.g., a community college). *A sample MOU is provided in the addendum.*
- When applicable, LGHN can transfer chapter funds to the approved fiscal agent.
- Chapters must comply with both LGHN financial policies and those of the fiscal partner.

Depositing Locally Received Checks

- LGHN maintains a deposit account that chapters may use to deposit checks collected from events, donations, or sponsorships.
- Deposited funds are credited to the chapter's LGHN line item.
- Chapters should contact LGHN for instructions on using this deposit process.
- Chapters may request LGHN staff (Christine or the LGHN office) to process credit card payments for chapter expenses.

- Payment amounts are deducted from the chapter's LGHN-managed funds.
- Chapters must provide documentation of board approval—such as meeting minutes—before LGHN will process a payment.

Reimbursements for Expenses

LGHN can reimburse chapter expenses paid out-of-pocket. Reimbursements are issued via USPS check. The individual must provide:

- Receipts for the purchase
- Proof of chapter board approval
- Name of the payee
- Mailing address for the reimbursement

Single-Jurisdiction Chapters

- Single-jurisdiction chapters typically operate through their local government agency.
- Members pay dues to LGHN, but these chapters manage their own bank accounts and financial processes internally.
- LGHN does not collect or manage additional chapter dues for them.
- Chapters raise, manage, and disburse their own local funds.
- LGHN can assist with payments if needed, but reimbursement from the chapter is required.

Chapters must complete an annual financial review to ensure transparency and compliance.

Checklist includes:

- Verifying all expenditures align with the approved budget
- Reconciling bank statements with chapter records
- Ensuring receipts and documentation are kept in an organized archive
- Confirming compliance with LGHN dues and financial procedures
- Reviewing internal controls (authority levels, separation of duties)
- Ensuring timely submission of required LGHN reports
- Assessing revenue sustainability for the coming year

A written Annual Financial Review Report should be submitted to the chapter board and to LGHN (if required), with an action plan for improvements.

4. Strategic Planning for Chapters

Turning purpose into action—and action into impact

Strategic planning is how an LGHN chapter moves from good intentions to meaningful, measurable impact. It gives leaders clarity, members confidence, and partners trust that the chapter knows where it is going.

A strategic plan does not need to be complicated or expensive. It simply answers four essential questions:

1. Why do we exist?
2. What matters most right now?
3. What will we focus on and what won't we focus on?
4. How will we know we are making progress?

Whether your chapter is just forming or has been active for years, strategic planning is one of the most powerful tools you can use to build momentum and sustainability.

Why Strategic Planning Matters

Some chapters delay strategic planning because they feel “too new” or “too small.” In reality, early strategic planning is one of the best things a new chapter can do.

A strong strategic plan helps chapters:

- Establish shared direction and priorities
- Avoid burnout by focusing energy on what matters most
- Align programs with LGHN's national mission and priorities
- Create continuity during leadership transitions
- Communicate clearly with members, sponsors, and partners
- Measure progress and demonstrate impact

Without a plan, chapters often become reactive planning events at the last minute, saying yes to everything, and struggling to explain their purpose. With a plan, chapters become intentional and confident.

A strategic plan is not about predicting the future, it's about being ready for it.

Aligning with LGHN's National Strategic Plan

Each chapter operates locally but is part of a national network. Strategic planning should intentionally support LGHN's broader goals while allowing flexibility for local needs. *A program alignment evaluation is provided in the addendum.*

Best practices for alignment:

- Review LGHN's national priorities and programs
- Identify where your chapter can support or amplify national initiatives
- Avoid duplicating efforts already offered at the national level
- Ensure chapter goals reinforce leadership development, equity, and inclusion

Alignment strengthens credibility and helps chapters leverage national resources more effectively.

Understanding the “Why” from Your Members

A strategic plan should not be created in isolation by the board. The most successful plans reflect member voices and lived experiences.

Ways to gather input:

- Member surveys
- Listening sessions or pláticas. *Pláticas facilitator guidelines included in the addendum.*
- Focus groups by career stage (students, emerging leaders, executives)
- One-on-one conversations with key stakeholders

Helpful questions to ask members:

- Why did you join LGHN?
- What value do you hope to gain from the chapter?
- What challenges are you facing in your career or organization?
- What types of programming or support would be most helpful?

This input becomes the foundation of a plan that feels relevant and meaningful.

Using a Facilitator for Strategic Planning

Chapters do not have to hire a consultant to conduct strategic planning—but having a neutral facilitator can be helpful, especially when:

- The chapter is growing or transitioning leadership
- There are competing priorities or differing perspectives
- The board wants to fully participate rather than lead discussions
- The chapter is aligning for the first time with national goals

Facilitator options may include:

- LGHN national representatives
- Local government professionals with facilitation experience
- University partners
- In-lieu professional services from sponsors or partners

A facilitator’s role is to guide discussion, not make decisions.

Strategic Planning Is Not a One-Time Event

A common misconception is that strategic planning happens once every few years and then gets “put on a shelf.”

Healthy chapters treat strategic planning as an ongoing process.

Best practices include:

- Creating a 2–3-year strategic framework
- Revisiting priorities annually
- Adjusting goals based on capacity, funding, and member needs
- Using the plan to guide agendas, budgets, and programming

A strategic plan should be a living document—referred to often and adjusted thoughtfully.

Creating a Chapter Vision & Mission Statement

Your vision and mission anchor the strategic plan.

Vision Statement

Describes the future you want to help create.

Example prompts:

- What would success look like in five years?
- What change do we want to see in local government leadership?
- How do we want members to feel about being part of LGHN?

Mission Statement

Explains what you do, who you serve, and how.

Example structure:

“Our chapter exists to [purpose] by [key activities] in order to [intended impact].”

Strong vision and mission statements are:

- Short and clear
- Easy to repeat
- Grounded in values
- Aligned with LGHN’s national mission

Setting SMART Goals & Key Performance Indicators (KPIs)

Strategic goals should be SMART:

- Specific

- Measurable
- Achievable
- Relevant
- Time-bound

Common strategic focus areas for chapters:

- Membership growth and engagement
- Leadership development and mentorship
- Programming and events
- Community and partner engagement
- Financial sustainability

Examples of KPIs:

- Membership growth percentage
- Event attendance trends
- Number of mentorship matches
- Sponsorship revenue
- Member satisfaction feedback

KPIs help chapters tell their story with confidence and data.

Annual Chapter Planning Calendar

Once strategic goals are set, chapters should translate them into an annual work plan.

A planning calendar helps:

- Balance workload across the year
- Align events with cultural observances and national initiatives
- Coordinate board and committee responsibilities
- Support realistic budgeting

Best practice is to review the calendar quarterly and adjust as needed. *A sample annual planning calendar is included in the addendum.*

Strategic Planning Best Practices Summary

Successful LGHN chapters:

- Start planning early even with limited capacity
- Focus on a few priorities rather than many
- Engage members in shaping direction
- Align locally while supporting national goals

- Review and refine plans regularly
- Use strategy to guide decisions, not restrict creativity

Strategic planning is not about perfection; it's about intentional leadership. Even a simple plan gives a chapter direction, confidence, and resilience.

Chapters that plan together, grow together.

Strategic Planning Session Agenda, LGHN Strategic Plan Template and Unidos NorCal example included in the addendum.

5. Communications, Marketing and Branding

Effective communication strengthens engagement, membership, and credibility. Chapters are encouraged to establish methods of communication and a cadence for outreach to members. Chapters should use consistent branding, clear messaging, and inclusive language when communicating internally and externally.

LGHN has established brand standards including logos and color codes, and fonts. Chapters may seek approved use of logo branding materials, websites, and other marketing collaterals

Chapters have the ability to design their own unique logo and are encouraged to seek member input during design development. If a Chapter has a proposed individual logo, they can seek consideration for use from the LGHN Board before implementing brand design and marketing efforts. **[Get Juntos process from Joe.]**

External Communications

Chapters may leverage several methods of media to engage members and promote Chapter activities and events. These methods include digital flyers, newsletters, email campaigns, and internal communication platforms to promote events and share success stories. Accessible, consistent communication reinforces the value of participation and builds trust.

- Website presence
 - i4a web platform (LGHN Resource) - How To Guides (Website updates, Newsletters and Email Campaigns). i4a will provide training on using their platform. Contact LGHN staff to set up training.
- Social media and visual storytelling (LinkedIn, Instagram, YouTube)
- Newsletters (*A newsletter template is included in the addendum*)
- Recommended tools (i4a, Canva, Mailchimp)
- Ideal content mix (member spotlight, local news, national highlights)

Establishing Roles & Responsibilities

Chapters will be well served by establishing roles and responsibilities to assist in marketing and communication efforts. Examples of roles are included below.

A. Chapter Website

Chapters can utilize LGHN's i4a platform to develop a website. This serves as a public-facing hub for information, engagement, and member recruitment. Maintaining accurate and timely content is essential for chapter visibility and credibility. There are six i4a website content tutorials available at

<https://training.i4a.com/tutorials/index.cfm?category=Website%20Content>.

Roles

- Website Administrator (Primary) – Leads all website management responsibilities.
- Website Administrator (Alternate) – Provides back-up support to ensure continuity of operations.

Responsibilities

- Review the website at least once per month for accuracy and revisions.
- Update the website when new chapter activities occur, including:
 - Newsletters
 - Webinars and events
 - Photos, announcements, or other chapter updates
- Ensure uploaded content aligns with chapter messaging and LGHN brand expectations.
- Collaborate with chapter leadership when updates require approval.
- Preferred Volunteer Experience
- Prior experience with website management or digital content creation.
- Attention to detail and ability to update content quickly.

Note: A volunteer may serve in multiple primary and/or support roles as needed.

B. Email Communication

A Chapter email account is likely the easiest form of communication. Chapters are encouraged to create and maintain an official Chapter email account to support member communication and public inquiries. Prompt, consistent communication is essential to maintain professionalism and support member engagement.

Roles

- Email Administrator (Primary)
- Email Administrator (Alternate)

Responsibilities

- Review the chapter email inbox at least once per week.
- Respond to member and public inquiries on behalf of the Chapter.
- Forward policy, financial, or sensitive inquiries to the appropriate Chapter officer.
- Maintain a courteous and professional tone in all outgoing messages.

- Ensure email responses reflect current Chapter activities, events, and messaging.

Preferred Volunteer Experience

- Strong communication skills.
- Capacity to maintain timely responsiveness.

C. Social Media

Social media platforms are an immediate and visible way to engage members, share Chapter updates, highlight member accomplishments, and amplify messaging. Consistent, timely, and strategic use of social media strengthens Chapter visibility.

Roles

- Social Media Administrator (Primary)
- Social Media Administrator (Alternate)

Responsibilities

- Manage Chapter social media platforms.
- Create and publish posts for:
 - Chapter events and webinars
 - Member highlights
 - LGHN national messaging and shared content
- Maintain an agreed-upon posting frequency (e.g., weekly, biweekly).
- Ensure content aligns with Chapter standards, branding, and tone.
- Adhere to levels of approval established by the leadership team (e.g., events may require Chair/Vice Chair approval; general content may not).
- Monitor platforms for engagement and flag issues to chapter leadership when needed.

Preferred Volunteer Experience

- Experience managing organizational social media accounts.
- Knowledge of best practices for engagement and content strategy.

6. The Membership Journey

Defining Your Ideal Member

When starting a new chapter, it's helpful to think about the types of members who will help you achieve the mission of LGHN. Each chapter can define its own ideal members based on local community needs and organizational priorities. There is no one-size-fits-all approach—your membership should reflect the diversity of your region and the profession.

Examples of qualities and roles to consider:

- **Career Stage:** New professionals, mid-career, and seasoned leaders.

- **Job Functions:** Operations staff, office/clerical support, public safety personnel, executives, and administrative leaders.
- **Geographic Representation:** Members from different cities, counties, and regions to broaden perspectives.
- **Experience and Background:** Individuals who bring unique insights and are committed to advancing diversity in local government.

Why this matters:

By intentionally building a diverse membership across geography, roles, and experience—you create a stronger network that supports LGHN’s objectives and helps shape the future of local government.

Membership Lifecycle Framework

Building a strong and diverse membership is essential to the success of your chapter. The Membership Journey represents the path from awareness to engagement and leadership within LGHN. The diagram below provides a high-level overview of this journey, illustrating how members progress and deepen their involvement over time.



We’ll highlight a few key stops along the journey—such as recruitment, onboarding, engagement, and leadership—and provide practical guidance and examples for each. Use these tips to shape your chapter’s approach and create a membership experience that reflects your community and supports your network’s mission.

Awareness Strategies

"I’ve heard of LGHN."

How members find networks:

- Attend staff meetings
- Digital campaigns, ambassador programs, employee newsletters
- New employee orientation

- Training, development, and benefit events
- Meet employees where they are

Chapter focus: Share purpose and invite curiosity.

Recruitment Strategies

10-80-10 Framework

The 10-80-10 Framework is a simple way to focus your recruitment efforts and allocate resources effectively. It helps chapters understand where potential members fall in terms of interest and how to engage them.

What It Means

- **10% – Highly Engaged & Ready to Join**
 - These individuals already know LGHN or strongly support its mission.
- **80% – Open & Curious**
 - The largest group—people who may not know LGHN well but are interested in local government, professional growth, mentorship.
- **10% – Unlikely to Join**
 - Individuals who are not interested or aligned with LGHN’s mission.

How to Use It

- **Prioritize the 80%:** Most of your recruitment energy should target those who are curious but not yet committed. Share the value of membership through professional development events, networking, and storytelling. Use social media and word-of-mouth to build awareness.
- **Leverage the first 10%:** Personal outreach, quick onboarding, and invite them to leadership/volunteer opportunities. Turn highly engaged individuals into ambassadors for your chapter and equip them with messaging to recruit others.
- **Don’t overinvest in the last 10%:** Minimal effort here; respect their position and keep the door open, but don’t drain resources.

Recruitment Examples

- Having chapter members share their membership journey in a member newsletter.
- The Phoenix Hispanic Network created department ambassadors for each department to help recruit and spread the word of chapter events.
- Offer low-barrier entry points (e.g., free professional headshots) for the 80%.
- Recruiting Jurisdictions for Regional Chapters
 - Share LGHN and chapter benefits through word of mouth at national and state conferences; keep a ready elevator pitch.
 - Host an information table at state and regional conferences; seek complimentary space or cost-share with other affiliates. LGHN coordinates national-level outreach with chapter volunteers.
 - Include a brief LGHN/chapter overview in conference panel presentations.

- Recruiting Members from Member Jurisdictions That Have Joined
 - Promote LGHN by word of mouth at events.
 - Remind staff that membership is free for individuals once their jurisdiction joins.
 - Send an invitation or recruitment message from the city manager.
 - Send a recruitment message from human resources.
 - Add a brief recruitment note to citywide communications (HR newsletters, department newsletters, etc.).
 - Present or host a table at city events.
 - Meet employee resource groups.
 - Include LGHN information in new employee orientation.

Sample recruitment messages are included in the addendum.

Onboarding New Members

A strong onboarding process ensures new members feel welcomed, informed, and connected from the start. Here are practical steps:

- Send a personalized welcome message within 48 hours of joining.
- Share a new member packet that includes:
 - Thank you letter from the chapter president
 - Chapter goals and LGHN mission
 - Upcoming events and opportunities
 - Chapter swag
- Assign chapter ambassador to help them navigate the first few months.
- Recognize new members publicly

Retention Strategies

It is just as important to recognize and honor your existing members as it is to recruit new ones. Your chapter is directly linked to the professional and personal growth of its members. By implementing a recognition program, you express gratitude to those who have significantly contributed to the organization and show others how they can get involved.

Why Recognition Matters

- Builds loyalty and long-term engagement.
- Reinforces the value of membership.
- Encourages active participation and leadership.

Examples

Annual Award Program

- Celebrate outstanding contributions and leadership.
- Consider categories like *Emerging Leader*, *Community Impact*, or *Lifetime Achievement*.

Monthly/Quarterly Newsletter Spotlight

- Feature a member's story, achievements, or career journey.
- Use this as an opportunity to inspire others and showcase diversity.

Social Media Shout-Outs

- Highlight member milestones (promotions, certifications, anniversaries).

Member Appreciation Events

- Host informal gatherings or virtual meetups to thank members.

Leadership Pathways

- Offer opportunities for members to serve on committees or lead initiatives.

Personalized Thank-You Notes

- Send handwritten or email notes recognizing contributions.

Annual Membership Campaigns

Chapters should plan to align their membership campaigns with national LGHN initiatives. Leveraging national resources—such as marketing materials, social media content, and promotional tools—can amplify your local efforts and attract new members. Coordinated campaigns create a unified message, strengthen brand recognition, and help chapters maximize outreach within their communities. LGHN's memberships run from January 1 to December 31. Jurisdictions can join mid-year, and their memberships will be renewed on the same January 1 schedule.

- Renewal notices are sent in the fall (usually October) to the “billing contact” as designated in the i4a system and to individual members. It is important that chapters keep their membership updated, including any changes to the designated billing contact. A second person can be designated to assist with managing the membership data, but only one person can be designated as the billing contact.
- January 1 to March 31 is a grace period to allow jurisdictions to renew without losing LGHN benefits.
- Multiple reminders are sent during the October to March timeframe. Turn into bullets.

Sample messages to recruit jurisdictions and encourage employees to sign up for membership are included in the addendum.

Key Actions:

- Schedule your local campaign to coincide with national LGHN membership drives.
- Use provided templates and resources to maintain consistent branding.
- Promote both **local chapter benefits** and **national LGHN opportunities** to show full value.
- Engage current members as ambassadors during campaigns.

Resources Needed

Successful membership growth and retention require planning and resources. Chapters should consider the following:

- **Budgeted Funds**
 - Recruitment materials (flyers, digital ads).
 - Events for networking and outreach.
 - Welcome packets and branded items.
- **Human Capital**
 - Chapter ambassadors to assist with recruitment and onboarding.
 - Time commitment for outreach, follow-ups, and member check-ins.
- **National LGHN Resources**
 - Utilize templates, marketing materials, and campaign support provided by LGHN to reduce costs and maintain consistency.

Scaling Your Efforts

- Start small and align activities with your available budget and volunteer capacity.
- Prioritize high-impact, low-cost strategies (e.g., social media campaigns, virtual events).
- Leverage national resources to supplement local efforts and stretch your budget.

Tip: A well-planned resource strategy ensures sustainability and maximizes member engagement without overextending your chapter.

Membership Management

Members (individuals and jurisdictions) can register for membership, update their membership information and renew online. For jurisdictions, one person must be named as “billing contact.” The billing contact is the only person who can log on to pay dues. The billing contact and a second person can have access to the membership information for the purpose of adding or deleting members and managing the membership list.

When renewing membership, the i4a system will accept credit card payments or will generate an invoice for payment.

Each jurisdiction has a city code. Once jurisdictions have paid their dues, they can provide this code to the employees to use when prompted so the employee will not incur an additional charge.

Chapters should periodically review and update their membership list (at least once a year). [Click here for video tutorial for logging on and updating chapter membership: add link and password.](#)

7. Event Planning and Chapter Programming

Event Strategy

Events provide opportunities for education, connection, and inspiration beyond the daily work environment. Successful programming begins with a clear vision, defined goals, realistic timelines, and assigned leadership. Chapters should focus on planning 2-3 events per year, ideally in-person events. *Event planning checklists and external training and funding sources are included in the addendum.* A chapter's calendar can reference the offerings by LGHN and partner affiliates for additional activities and professional development to fill out their calendar. *An affiliate partner resource list is included in the addendum.*

Event Types

A variety of event formats support diverse learning styles and schedules. Informal Lunch & Learns and Brown Bag Luncheons foster discussion and networking in relaxed settings, while conferences and workshops allow for deeper learning and broader engagement. An event planning checklist is included in the addendum.

Key considerations include topic selection, accessible venues, technology needs, food options, speaker preparation, marketing, and volunteer support. Other less formal options include meeting at a local coffee shop for cafecito as a way to stay connected.

Examples of Events

- Cafecitos
- Lunch & Learn
- Brown Bag Luncheon
- Pláticas speed coaching roundtables as part of planned events. *Guidelines are included in the addendum.*
- After-hours networking
- Training (e.g., webinars, in-person with department heads/civic leaders, inspirational messaging by regional community leaders, etc.)
- Seminars/regional conferences (e.g., as a chapter, with other regional affiliates, with regional colleges/universities)
- Cultural celebrations

Icebreaker activities are included in the addendum.

Event Marketing and Communications

Branding, social promotion, digital registration, regional coordination, and participation.

Post-Event Follow-Up

Post-event activities are critical to sustained success. Chapters should collect feedback, recognize contributors, communicate outcomes, and reflect lessons learned to strengthen future programming.

Hosting a Chapter Conference

Hosting a Chapter Conference is a great opportunity to engage members. It is important to develop a planning team and provide enough time for ideation, planning, and execution. Support is available for regional conferences from LGHN staff. LGHN staff should be included at the start of the planning process to clarify the types of services they can provide.

I. Establish a Conference Planning Committee & Conference Theme

A Conference Planning Committee shall be formed annually to oversee all aspects of the Chapter conference and shall consist of a Chair(s) and members to assist with all planning elements and logistics. Developing a conference theme is important because it provides clarity, cohesion, and strategic focus for the entire event. A strong theme helps guide decisions, unify messaging, and enhance the attendee experience. More specifically:

- **Establishes a Clear Identity for the Conference**
A theme gives the event a recognizable identity that communicates the purpose, tone, and goals. It helps attendees understand what the conference is *about* before they arrive.
- **Guides Content and Program Development**
Panels, keynote topics, breakout sessions, and speakers can be intentionally aligned with the theme. This creates a more cohesive program rather than a collection of unrelated sessions.
- **Strengthens Marketing and Communications**
A theme provides a consistent narrative for promotional materials, social media campaigns, graphics, and sponsor outreach. Consistency improves engagement and helps the event stand out.
- **Enhances Attendee Engagement and Experience**
When sessions, décor, visuals, and messaging all reinforce a central idea, attendees perceive the event as more polished, intentional, and meaningful. Themes help set expectations and build excitement.
- **Supports Sponsorship Alignment**
Sponsors are more likely to participate when they see a clear focus that aligns with their mission or values. A theme makes it easier to position sponsorship opportunities effectively.
- **Ensures Internal Alignment Among Planners**
The theme becomes a decision-making anchor for the planning committee. It helps ensure that every program element—content, décor, swag, displays, entertainment—fits the same purpose and direction.
- **Helps Communicate Post-Event Value**
A theme allows for stronger follow-up communication. Highlights, takeaways, and survey questions can all connect back to the central idea, reinforcing impact and continuity.

II. Conference Budget and Sponsorships

The Conference Planning Committee is responsible for establishing and managing the financial framework that supports the annual conference. This includes developing a

comprehensive budget, identifying revenue opportunities, and ensuring all sponsor commitments are fulfilled.

- Budget Development and Management
 - Develop a detailed conference budget outlining projected expenses and anticipated revenues.
 - Monitor expenditures throughout the planning process to ensure alignment with approved budget limits.
 - Provide regular budget updates to Chapter leadership and adjust projections as needed.
 - Ensure all financial decisions support the goals, theme, and expected outcomes of the conference.
- Sponsorship Identification and Solicitation
 - Identify potential sponsors whose mission and interests align with the conference theme and LGHN values.
 - Develop and distribute sponsorship materials, including sponsorship tiers, benefits, and instructions for participation. *As an example, the Central Texas Chapter Sponsorship brochure is included in the addendum.*
 - Conduct outreach to prospective sponsors, maintain communication throughout the negotiation process, and document commitments. Sponsor outreach is discussed in Section 8.
 - Coordinate with the treasurer or designated financial officer to ensure sponsor payments are received and recorded. LGHN can provide assistance with invoicing and processing payments. Payments will be credited to the chapter's line item in the LGHN budget. *A spreadsheet template for tracking sponsorship status is provided in the addendum.*
- 1. Sponsor Coordination and Benefit Delivery
 - Ensure all sponsor benefits outlined in the sponsorship packet are executed as agreed, including recognition, signage, speaking opportunities, or promotional placement.
 - Communicate event logistics, expectations, and deliverables to sponsors in advance of the conference.
 - Coordinate with the décor, communications, and logistics teams to ensure sponsor visibility during the event.
 - Provide post-event appreciation and follow-up communication to maintain positive relationships for future sponsorship opportunities.

III. Conference Attendance Experience and Other Materials in Planning

- Oversee décor and plan event environment – use of space, layout
- Plan, source, and assemble attendee swag bags.
- Coordinate placement of organizational displays, banners, and signage directing attendees.
- Secure and coordinate to have an event photographer capture the conference.
- Arrange entertainment, as applicable.

IV. Creating Document Templates and Standardization

Standardized templates ensure consistency, efficiency, and clarity throughout the conference planning and execution process. Using uniform documents supports streamlined coordination among committee members, reinforces chapter branding, and improves the accuracy and professionalism of all communications. A clear, effective description of conference events is also essential to the Chapter's ability to attract participants and engage members.

Purpose of Templates

Templates serve as the official framework for planning, documentation, communications, and sponsor engagement. They establish common expectations for format and content, volunteer onboarding, and maintain continuity from year to year.

- Panel Planning Templates
 - Panel topic descriptions
 - Speaker and moderator briefing forms
 - Session logistics details, including time, room setup, and audiovisual needs
- Run of Show Documents
 - Detailed, segment-by-segment timelines for the full conference program
 - Assigned responsibilities for staff, volunteers, and session leads
 - Notes on stage transitions, announcements, and timing requirements
- Conference Sponsorship Packet
 - Sponsorship tiers and associated benefits
 - Pricing structure and recognition opportunities
 - Sponsor submission, payment instructions, and required deadlines
- Communications Toolkit
 - Approved graphics, logos, and branding elements consistent with LGHN guidelines
 - Standardized copy for announcements, social media posts, email messaging, and partner outreach
 - Guidelines for promotional messaging, including tone, key phrases, and required acknowledgments

Template Access and Maintenance

All templates shall be stored in a shared digital location accessible to conference planners, committee members, and chapter leadership. Templates must be reviewed at least annually and updated as needed to reflect current branding, processes, and event requirements.

V. Post-Conference Evaluation and Communications

It's important to solicit attendee feedback post-conference. Chapters shall consider distribution to participants' post-conference to gather feedback on overall satisfaction, panel and session quality, venue and logistics, suggestions for improvement and/or ideas for future Conference planning. Members will appreciate the opportunity to provide feedback and be encouraged to engage in future opportunities. *The post conference survey developed by Juntos Colorado is included in the addendum.*

8. Sponsorships and Partnerships

This section provides a practical, step-by-step approach for chapters to develop, secure, and manage sponsorships and partnerships that advance LGHN’s mission. It is designed to be actionable, consistent, and adaptable across programs and events.

Start with Purpose and Alignment

Before pursuing any partnership, clearly define:

- What program, event, or initiative needs support
- How the effort aligns with LGHN’s mission and national priorities
- The intended outcomes (e.g., leadership development, community engagement, educational access)

Identify the Right Partners

Focus on building relationships with organizations that share similar values and goals.

Who to target:

- Corporations and vendors serving local government
- Public agencies and municipalities
- Colleges, universities, and training institutions
- Nonprofits and professional associations with similar missions

How to Approach:

- Research the organization’s mission, priorities, and fit with LGHN to determine financial vs. in-kind potential.
- Identify the right decision-maker and use existing connections when possible.
- Personalize outreach by referencing shared goals or impact—avoid generic messaging.
- Emphasize mutual value, including visibility, talent pipeline, and access to LGHN’s network.
 - Clearly state the specific request and provide key event or program details.
 - Invite a brief conversation to explore alignment, and follow up within 1–2 weeks.

Best Practice:

Prioritize partnering with existing organizations of similar nature to co-host events, share audiences, and maximize impact rather than duplicating efforts.

Define What You Need (Financial + In-Kind)

Clearly outline what support is needed before outreach.

- **Financial Sponsorships:**
 - Event funding
 - Scholarships (*A scholarship planning framework included in the addendum*)
 - Program support
- **In-Kind Requests:**
 - Venue space
 - Catering or refreshments

- Marketing and communications support
- Technology (AV, platforms, software)
- Speakers, trainers, or subject matter experts
- Volunteer support

Tip:

Always assign an estimated value to in-kind contributions to reflect their importance and ensure proper recognition.

Build a Clear Value Proposition

When approaching partners, clearly communicate:

- Who you are (LGHN chapter and mission)
- Who you serve (public sector professionals, emerging leaders)
- What you're offering (visibility, engagement, impact)
- Why it matters (community and leadership outcomes)

Create Sponsorship Packages:

- Tiered levels (e.g., Platinum, Gold, Silver)
- Defined benefits (branding, speaking roles, recruitment access)
- Custom options for partners with specific interests

Formalize the Partnership

Once interest is confirmed:

- Clearly document expectations, deliverables, and timelines
- Include both financial and in-kind contributions
- Define recognition and visibility commitments
- Obtain necessary approvals per chapter and LGHN guidelines

Deliver and Execute with Excellence

During the program or event:

- Ensure all sponsor/partner commitments are fulfilled
- Provide visibility and recognition as promised
- Integrate partners meaningfully (not just logos)
- Maintain professionalism and clear communication

Steward the Relationship

Strong partnerships extend beyond a single event.

After the event:

- Send thank-you communications
- Share outcomes and impact metrics
- Recognize contributions publicly (including in-kind support)
- Schedule follow-up conversations for future collaboration

Track, Measure, and Report

Maintain accountability and improve future efforts.

Track:

- Financial contributions

- In-kind contributions (with estimated value)
- Partner engagement and participation
- Program outcomes (attendance, impact, feedback)

Report:

- Share results with chapter leadership and stakeholders
- Align reporting with LGHN expectations
- Use data to strengthen future sponsorship strategies

Uphold Ethics and Mission Integrity

All partnerships should:

- Reflect [LGHN's Values](#) of integrity, equity, and inclusion.
- LGHN adheres to the [ICMA Code of Ethics](#) and should be part of chapters' ethics.
- Avoid conflicts of interest or reputational risk.
- Prioritize community benefit and public trust.
- Encourage collaboration with mission-aligned organizations.

This section equips chapters with a clear, relationship-centered approach to securing sponsorships and partnerships ensuring outreach is intentional, requests are well-defined (including in-kind support), and collaborations with like-minded organizations are leveraged to maximize impact and advance LGHN's mission. Top of Form Bottom of Form. Refer to the conference sponsorships outline in Section 7. These can be adapted for non-conference events.

9. Mentorship, Networking, and Professional Development

Creating growth pathways for current and future leaders

A strong chapter doesn't just hold events, it fosters relationships, learning, and meaningful connections that propel careers forward. Mentorship, networking, and professional development are core to this effort, supporting members at every stage of their career. This section explains how chapters can leverage LGHN's signature mentorship model, create effective local mentorship circles, and design varied professional development opportunities that meet members' needs.

The LGHN Madrinas y Padrinos Program

The Madrinas y Padrinos Coaching Program is LGHN's flagship mentoring initiative, inspired by a Hispanic/Latino cultural tradition where madrinas and padrinos (godparents) serve as trusted guides and supporters. LGHN adapted this family-centric concept into a professional mentorship model that pairs seasoned local government leaders with emerging professionals for career guidance, trust-building conversations, and leadership development.

Key features of the program:

- One-to-one mentoring relationships between experienced leaders and emerging professionals.
- Flexible engagement: some pairs meet once; others build ongoing coaching relationships based on goals and availability.
- Focus on career advancement, problem-solving, workplace culture, and service in diverse communities.
- Participation is voluntary and open across disciplines and career stages.

Participants in the Madrinas y Padrinos program describe it as a “career game-changer,” helping mentees navigate leadership challenges and helping mentors deepen their coaching skills while giving back to the profession.

Chapters can look to this model as inspiration for their local mentorship offerings starting small and growing intentional mentorship cultures tailored to local context.

Best Practices for Creating Local Mentorship Circles

A “mentorship circle” is a structured mentorship group where multiple mentees engage with one or more mentors in facilitated sessions. Mentorship circles are easier to launch than one-to-one programs and encourage peer learning.

Why Local Mentorship Circles Matter

- They build community and belonging.
- They are resource-efficient for smaller chapters.
- They encourage peer support in addition to mentor guidance.
- They can bridge connections across jurisdictions.

Core Steps to Establish a Mentorship Circle

1. Define the Purpose & Audience

Decide whether the circle focuses on:

- Early career professionals
- Mid-career leaders
- Leadership track preparation (e.g., for directors/managers)
- Specialty areas (e.g., finance, equity, communications)

2. Recruit Mentors & Mentees

- Ask experienced members to serve as mentors or group facilitators.
- Invite mentees through your chapter newsletter, events, or onboarding communications.

3. Set Expectations Up Front

- Duration (e.g., 3–6 months)
- Meeting frequency (monthly, bi-monthly)
- Confidentiality norms
- Goal setting at the outset

4. Build an Orientation Session

Launch with a kickoff where objectives, roles, and best mentorship habits (active listening, questioning, follow-up) are introduced.

5. Create Structured Sessions

Use recurring themes such as:

- Career navigation and goal setting
- Leadership presence and confidence
- Equity in government practice
- Work-life integration
- Building political acumen

6. Encourage Reflection & Goal Tracking

Provide worksheets or simple tracking templates so mentees articulate:

- Short-term goals
- Long-term aspirations
- Learning takeaways from each session

7. Celebrate Completion

Hold a closing meeting, virtual coffee, or recognition moment at the end of each cycle to honor participants and showcase outcomes.

Examples of Mentorship and Professional Growth Models are included in the addendum.

Networking as an Engine for Growth

Mentorship and networking go hand in hand.

Networking benefits chapters by:

- Strengthening community identity
- Creating opportunities for collaboration
- Extending members' professional reach

Effective local networking formats include:

- *Speed Networking Nights* – short, structured introductions
- *Coffee Chats* – informal meet-ups by career stage

- *Theme-Based Mixers* (equity, women in leadership, finance leaders)
- *Lunch & Learn Sessions* with mentoring moments

Professional Development Programming Ideas

LGHN offers a professional development webinar series on a variety of topics with affiliate partners including NFBPA, GFOA, and ICMA. In addition, each chapter hosts 1-2 webinars each year. This enables LGHN to offer an average of two or more webinars each month. Chapters are encouraged to plan 2-3 in-person events in a year and fill in their calendars with the webinars planned by LGHN and affiliates. Professional development ensures chapters keep members learning and advancing. Local chapters can organize:

Webinars & Workshops

- Career development skills
- Equity and inclusive leadership
- Succession planning
- Technical skills (budgeting, communications, negotiation)

Speaker Series with Mentors

- Mentor speakers share career stories or insights
- Panel discussions with mixed experience levels

Local Government Career Panels

- Bring in managers, directors, and national chapter leaders
- Discuss trends, opportunities, and transitions

Peer Learning Cohorts

- Small groups working through book studies or leadership challenges together

Tips for Sustaining a Mentorship & Development Program

1. Secure Leadership Support

- Include mentorship leadership in your board or committee structure.
- Assign a mentorship coordinator.

2. Build a Simple Framework

- Simple participant agreements
- Clear timelines
- Basic metrics (participation, satisfaction, learning outcomes)

3. Celebrate Wins Publicly

- Feature mentoring duos or circles in newsletters
- Recognize mentors at events

4. Collect Feedback & Iterate

- Short surveys after cycles
- Adjust formats based on what participants value

Mentorship, networking, and professional development are not extras—they are core development pathways that help LGHN chapters uplift members, deepen relationships, and strengthen leadership pipelines. By combining the national *Madrinas y Padrinos* model with local creativity and intentional structure, chapters can create vibrant learning ecosystems that reflect the support, cultural connection, and growth that define LGHN's mission. (lghn.org)

10. Volunteerism and Community Engagement

Volunteerism connects chapters to the communities they serve. Activities may include service projects, drives, educational outreach, or partnerships with local nonprofits. Chapters should ensure volunteer efforts align with LGHN's mission, are accessible to participants, and reflect positively on the organization. *Volunteer planning tips included in the addendum.*

- **Purpose and Benefits:** Building chapter visibility through service. Avoiding scope creep (how does it tie back to national objectives)?
- **Types of Projects:** Food & backpack drives, mentorships, education outreach, and neighborhood revitalization. Projects can include setting up a booth or volunteering for projects and events such as Operation Back to School, For Our City Day/Make a Difference Day, Multicultural Festival, and Mariachi Festival.
- **Family-Friendly and Cross-Departmental Volunteering:** Provide opportunities for friends and family to volunteer. Set up a sign-up sheet (e.g.: Sign-up Genius).
- **Regional coordination:** Coordinate a group project at a local non-profit (e.g.: Boys & Girls Center, ICAN, and Save the Family) during Hispanic Heritage Month and Latino Leaders Week. Project can include feeding the homeless, or participating in a toy drive.
- **Safety & Code of Conduct Guidelines:** Provide consent, release, or waiver forms to be signed prior to project or community event start. Set rules, expectations, and code of conduct requirements.
- **Impact Tracking and Storytelling:** Celebrate project or community event through social media, or local LGHN Chapter webpage.

11. Administration, Meetings, and Reporting

Efficient operations ensure chapters remain organized, accountable, and impactful.

Good administration is the unsung hero of every successful chapter. It ensures meetings run effectively, decisions are well documented, members stay informed, and reporting is timely and consistent. This section provides best practices and technology recommendations so chapters can build strong administrative habits that support growth and sustainability.

Administration Best Practices

Administration includes everything that keeps the chapter operating smoothly between meetings—records, calendars, files, communication, and process documentation.

Core Administrative Principles:

- **Clarity:** Everyone should understand roles, expectations, and processes.
- **Consistency:** Use repeatable systems for documentation and communication.
- **Accessibility:** Store documents where board & committee members can easily find them.
- **Security & Privacy:** Use platforms that protect member data and comply with applicable local government policies.

Recommended Software & Tools

Below are commonly used platforms that chapters of any size can adopt. Many offer free tiers or nonprofit pricing.

Document & File Management

- **Google Workspace (Google Drive, Docs, Sheets):** Easy collaboration, version history, shared folders.
- **Microsoft 365 (OneDrive, SharePoint, Word/Excel):** Strong for formal documentation and larger organizations. LGHN can set up a SharePoint folder for a chapter(s) on the LGHN SharePoint site and allow access for chapter members.
- **Box or Dropbox:** Simple file storage with folder sharing.

Communication & Workflow

- **Slack:** Organized channels for committees, leadership, and projects.
- **Microsoft Teams:** Combines chat, meetings, and file storage (especially if using SharePoint).
- **WhatsApp or Group Messaging:** For quick, less formal communication.

Calendar & Scheduling

- **Google Calendar or Outlook Calendar:** Shared calendars with event visibility for board/committees.
- **Doodle or Calendly:** Simple tools for scheduling across multiple participants.

Meeting Management & Minutes

- **Zoom or Microsoft Teams:** Virtual meeting platforms with recording and screen sharing.
- **Otter.ai or integrated meeting transcription:** For capturing discussions and saving time.

Project & Task Tracking

- **Trello:** Simple boards for tasks by committee or project.
- **Asana:** More advanced project planning and team task visibility.
- **Notion:** Combines notes, databases, and task management in one space.

Surveys & Feedback

- **Google Forms:** Free and easy collection of member input.
- **SurveyMonkey:** More advanced survey logic and reporting.
- **Typeform:** User-friendly, engaging forms.

Financial Tracking & Reporting

- **QuickBooks Online:** Standard for chapter financial records and reporting.
- **Wave Accounting:** Free option for small chapters.
- **Excel / Google Sheets:** For budget templates and simple tracking.

Planning Effective Meetings

Meetings are where decisions are made and work gets aligned. Well-run meetings save time, foster participation, and build confidence.

Types of Meetings:

- **Board Meetings:** Decision-making and governance
- **Executive Committee Meetings:** Planning and urgent issues
- **Committee Meetings:** Focused on membership, events, communications
- **General Member Meetings:** Engagement and community building

Meeting Best Practices

1. Create and Share an Agenda Ahead of Time

- Distribute at least **48 hours before** the meeting
- Include time estimates and desired outcomes per item
- Use a consistent template

Chapter meeting agenda template included in addendum.

Sample Agenda Outline:

- Call to Order & Welcome
- Approval of Minutes
- Updates (President, Treasurer, Committees)
- Discussion Items
- Action Items & Next Steps
- Closing & Next Meeting Date

2. Establish Roles

- **Facilitator/Chair:** Keeps the meeting on track
- **Timekeeper:** Ensures time is respected
- **Minute Taker:** Captures key decisions and action items
- **Tech Host (for virtual):** Manages screens, recordings, chat

3. Use Consent Agendas (When Appropriate)

- Group routine items together and approve them in one motion
- Saves time for substantive discussion

4. Record Decisions, Not Conversations

Minutes should focus on:

- Motions and approvals
- Key decisions
- Assigned action items with deadlines
- Attendance

Board Meeting Minutes: What to Include

A clear, consistent minutes format increases transparency and saves time later. *Chapter meeting minutes template included in addendum.*

Recommended Fields:

- Meeting title, date, time, and location (virtual/in-person)
- Attendance (present, absent, guests)
- Approval of previous minutes
- Summary of key reports (Finance, Membership, Programming)
- Decisions taken (with motion and vote results)
- Action items, owners, and deadlines
- Next meeting date/time
- Adjournment

Storage Tip: Save minutes in a shared folder by year and label them clearly (e.g., “2026-02-15 Board Minutes.pdf”).

Reporting Expectations

Good reporting fosters accountability and alignment with chapter goals and LGHN national expectations.

Who Reports What?

- **Treasurer:** Financial reports (monthly or quarterly)
- **Committees:** Progress against goals
- **President:** Chapter highlights and challenges
- **Secretary/Communications:** Meeting minutes and membership updates

Report Types & Frequency

Report	Frequency	Audience
Board Meeting Minutes	After each meeting	Board & Committees
Financial Summary	Monthly/Quarterly	Board & Treasurer
Committee Updates	Monthly/Quarterly	Board
Annual Chapter Report	Annually	National LGHN & Members
Event Impact Reports	After major events	Board & Members

Annual Chapter Summary & Key Metrics

At fiscal/season close, chapters should compile an **annual report**. The chapters should prepare a 1- or 2-page report on deliverables from the previous year and goals for the next year. This can be provided in bullet format with the major focus on deliverables. The report should be submitted to LGHN in April and presented to the LGHN board at the May board meeting.

Suggested Sections:

- Message from the President
- Membership overview (growth, retention)
- Financial summary and key highlights
- Key programs and events (participation, outcomes)
- Partnerships & sponsorships leveraged
- Mentorship and leadership development impact
- Challenges and opportunities
- Goals for the next year

This becomes a living narrative that:

- Tells the chapter's story
- Supports recruitment and sponsorship outreach
- Aligns future planning with past results

Sharing Success Stories

Celebrate wins and tell your chapter's impact story!

Ways to Share:

- Newsletter highlights
- Social media spotlights
- Member testimonials
- Short videos or photo recaps
- Quarterly reports to members

Best Practices for Data Collection & Privacy

Chapter leaders often collect member contact information, event registration data, and survey responses. Protecting member privacy is essential.

Best Practices:

- Use secure platforms with data encryption

- Limit access to sensitive data to only those who need it
- Communicate data use and privacy expectations to members
- Comply with applicable laws and organizational policies

Handling Ethical Concerns or Member Issues

Clear expectations and processes help maintain trust.

When issues arise:

- Refer to the chapter's **code of conduct**
- Document concerns objectively
- Engage relevant officers (e.g., Ethics Liaison, President)
- Address matters promptly but fairly
- Maintain confidentiality when appropriate

Summary Checklist: Administrative Health

- ☐ Shared folder with clear structure
- ☐ Calendar of all meetings & events
- ☐ Standard agenda template
- ☐ Standard minutes template
- ☐ Communication plan for members
- ☐ Regular financial reporting
- ☐ Annual chapter summary/report
- ☐ Data privacy guidelines
- ☐ Issue/concern resolution process

Good administration ensures that the chapter's great ideas are supported by great execution. Well-run meetings, clear documentation, and consistent reporting build credibility with members, partners, and LGHN—and make leadership a rewarding experience for volunteers.

12. Appendices, Resources, and Templates

The following tools and resources are provided to support chapter operations and programming:

Section 1. Introduction to LGHN

- **LGHN Website and Resource Links** (Karen/Christine)

Section 2. Governance and Leadership

- Sample Bylaws (Summary Version)
- Example Organization Chart
- **Annual Review/Board Review Examples** (emailed Ariana)
- **Sample Succession Plan Template** (emailed Ariana)

Section 3. Fiscal Management and Compliance

- Sample MOU for third party fiscal assistance

Section 4. Strategic Planning for Chapters

- Program Alignment Evaluation (emailed Ariana)
- Pláticas Facilitator Guidelines (emailed Ariana)
- Annual Planning Calendar (emailed Ariana)
- Sample Strategic Planning Session Agenda
- Strategic Plan Template
- Unidos NorCal Sample Agenda
- Framework for the Unidos NorCal Strategic Plan

Section 5. Communications, Marketing and Branding

- Newsletter Template
- Juntos Colorado logo and branding process

Section 6. The Membership Journey

- Sample Message to recruit jurisdictions
- Sample Message to recruit employees within Member Organizations

Section 7. Event Planning and Chapter Programming

- Affiliate Partner and ICMA Leadership Resource List
- Pláticas Speed Coaching Roundtable Guidelines
- External Training and Funding Resources (emailed Ann)
- Event Planning Checklist (emailed Ann)
- Icebreaker Activities (emailed Ann)
- Central Texas Chapter conference sponsor brochure
- Juntos Colorado post-conference survey (emailed Joe)

Section 8. Sponsorships and Partnerships

- Scholarship Planning Framework
- Spreadsheet template for tracking sponsorships

Section 9. Mentorship, Networking and Professional development

- Examples of Mentorship and Professional Growth Models

Section 10. Volunteerism and Community Engagement

- Volunteer Planning Tips

Section 11. Administration, Meetings and Reporting

- Chapter meeting agenda template
- Chapter meeting minutes template

Need to add to SharePoint file

These materials are intended to be adapted to local needs while remaining aligned with LGHN values and objectives.

Affiliation Agreement Between the International City/County Management Association and the Local Government Hispanic Network

This agreement serves as a written understanding of the affiliation agreement between the International City/County Management Association (ICMA) and the Local Government Hispanic Network (LGHN). The collaborative measures outlined in this agreement will contribute to greater success for both LGHN and ICMA, in the areas of membership, equity and inclusion awareness and promotion, ethics, leadership and management, and promotion of local government excellence.

Either party may cancel this agreement by providing 30 days' notice to the other party. This agreement shall remain in force until such cancellation by LGHN or ICMA.

This agreement will renew each calendar year and remain in effect unless agreement changes are suggested by one organization and mutually agreed to by the other organization no more than 30 days after the completion of each year.

ICMA and LGHN are each responsible for designating a contact person and informing the other party of any changes in contact persons throughout the duration of the Agreement. The designated contact person for each organization will share information about upcoming events, training opportunities and meetings that might be of interest/relevance to the other organization for purposes of raising awareness and planning.

LGHN and ICMA agree to the following:

Leadership and Governance Support

- ICMA will appoint a non-voting liaison from the ICMA Executive Board to the LGHN Executive Committee and Board of Directors. The liaison shall share information about LGHN initiatives, interests and concerns with the Board throughout the year and attend, as schedule permits, the LGHN annual conference and any virtual meetings.
- At least once a year, representatives from both the ICMA and LGHN Board leadership (Past President, Current President and President-Elect) + the Executive Director will meet, to discuss strategic goals and priorities and emerging issues in the organizations.
- LGHN will identify an LGHN member who is also an ICMA member in service to local government in each of the five U.S. ICMA regions to serve on the ICMA Regional Nominating Committees.

Content Development and Training

- ICMA and LGHN will provide content for publication or presentation for their respective memberships, which can include publishing articles for magazines, newsletters or website content or participating in virtual or in-person speaking engagements.
- ICMA and LGHN will identify opportunities to support and collaborate on the professional development of Hispanic/Latino local government leaders.
- ICMA and LGHN will promote products, services and events and commit to exploring ways to increase awareness of the benefits of membership to each organization. ICMA will make available membership lists as appropriate on a case-by-case basis.
- ICMA and LGHN will share information about upcoming webinars, workshops and other events as appropriate for the identification of speakers.

Annual Conferences and Events

- ICMA and LGHN will seek to avoid overlap of conferences and other events by consulting with one another, where feasible, before confirming the dates.
- ICMA will provide a dedicated seat on the Conference Education Committee for an LGHN member who is also an ICMA member.
- LGHN agrees to help ICMA generate content through the call for content programming that represent solutions to issues and challenges faced by Hispanic and Latino local government leaders and their communities.
- If a session submission(s) by LGHN is not selected by the ICMA Annual Conference Education Committee, then ICMA will provide an opportunity for LGHN to create one (1) education session for the ICMA Annual Conference.
- LGHN will provide an opportunity for ICMA to organize one or more sessions at the LGHN Annual Conference.
- LGHN will receive up to four (4) complimentary registrations to the ICMA Annual Conference
- ICMA will receive up to four (4) complimentary registrations to the LGHN Annual Conference
- ICMA will provide complimentary exhibit space (format at ICMA's discretion) at the ICMA Annual Conference.
- LGHN will provide complimentary exhibit space (format at LGHN's discretion) at the LGHN Annual Conference
- ICMA will include LGHN events at the ICMA Annual Conference in the Affiliate Event listing on the ICMA Annual Conference web site.

Marketing and Promotions

- Each organization will tag the other on relevant social media posts. ICMA and LGHN will cross-promote relevant content on various social media platforms as appropriate.
- ICMA and LGHN will mutually promote each other's relevant events on their respective websites, in newsletter updates, and/or other relevant locations, as appropriate.

Christine Butterfield
Executive Director, LGHN

Julia D. Novak
Chief Executive Officer/Executive Director, ICMA

Date Agreement Effective

Last reviewed with ICMA on June 12, 2026



LGHN Program and Webinar Schedule 2026

January 2026	• Sponsor Webinar: Zencity, January 8 POSTPONED
February	• GFOA Webinar TBD POSTPONED
March	• LGHN and SGR Chapter Interest Meeting Dallas County, TX March 3, 2026 from 10 am to 2:00 pm • NFBPA Forum, March 7-11, Philadelphia, PA • Madrinas y Padrinos - March 10, 2026: <i>DiSC Assessment Workshop</i> • Webinar: Unidos NorCal/MMANC TBD • LGHN Webinar: Women's History Month – Adelante, March 31
April	• LGHN Annual Conference April 7-9, Westminster, CO • April 10 Board of Directors Workshop, Westminster, CO • Madrinas y Padrinos - April 14, 2026: <i>Conflict Resolution</i> • Webinar: Florida Chapter TBD
May	• Madrinas y Padrinos - May 12, 2026: <i>Crucial Conversations</i> • Cigna Healthcare: May 14 Future of Healthcare and Community Wellbeing • Local Gov250 Awards, May 17 Philadelphia, PA • GFOA Webinar TBD
June	• Madrinas y Padrinos - June 9, 2026: <i>Project Management</i> • ICMA and GFOA Convening June 23-24, Washington, DC • GFOA Conference June 28-July 1, McCormick Center, Chicago, IL • GFOA Webinar TBD • Webinar: Central Texas Chapter June 29
July	• Cigna Healthcare: July 9 Anxious Workforce

	• HUB International: Healthcare Savings Accounts July 30 • Webinar: Juntos Colorado Chapter TBD • Cigna Healthcare: Podcast Doc and Sam in late July
August	• HUB International: Podcast TBD • Cigna Healthcare: August Men's Health • Webinar: Florida Chapter TBD • Madrinas y Padrinos - August 11, 2026: <i>Dealing Effectively with Elected Officials</i> • Sponsor Webinar: Cigna Healthcare TBD
September	• Cigna Healthcare: TBD September 22 or 24 • Illinois Conference TBD • MMANC Conference September 28-30 Tenaya Lodge, Yosemite, CA • GFOA Webinar TBD
October	• Sponsor Webinar: Cigna Healthcare TBD • ICMA Conference October 17-21, Long Beach, CA • LGHN Dinner at ICMA October 18, TBD • Affiliates Reception at ICMA October 19, TBD • Five Affiliate Sessions at ICMA TBD • MMASC October 28-30 Coronado, CA • Central Texas Annual Conference, October 30, 2026, San Marcos, TX
November	• GFOA Webinar TBD • Chapter Webinar: IL-LGHN • Madrinas y Padrinos - November 10, 2026: <i>Program Wrap Up and Reflections</i>
December	• Corebridge webinar Medicare and Social Security Facts TBD

Updated 7/7/26

2025

January 2025	• Madrinas y Padrinos Webinar and Check-in 1/16 from 9:30 am to 11:00 am PT (<i>About 40 attendees</i>) • LGHN Board of Directors' Retreat on <i>January 26, 2024, at the City of Mesa – Economic Development Offices</i> • LGHN 2025 Conference Mesa, AZ Convention Center <i>January 27-29 (About 220 attendees)</i>
February	• LGHN 2025 Annual Membership Meeting February 25, 2025, at 9 am PT/Noon ET (About 55 attendees and recording shared with all 3,120 friends, partners, affiliates and members)
March	• Madrinas y Padrinos Webinar and Check-in March 20, 2025, 9:30 am PT to 11:00 am
April	• GFOA Webinar: Purchasing and Procurement Best Practices April 1, 2025, 9:00 am PT/Noon ET • LGHN Chapter Webinar: California Resilience series April 3 10 am PT/Noon ET • NFBPA Conference April 9-13, 2025, San Francisco, CA (Samantha Tavares and Christine Butterfield attending) • LGHN Chapter Webinar: California Resilience series April 15, 9:30 am PT/12:30 pm ET • Juntos Colorado: April 23, 2025 8:00 am to 4:00 pm Adams County, CO
May	• LGHN Chapters Webinar: Michigan Chapter May 7 from 2 pm ET Community Engagement Best Practices • LGHN Chapter Webinar: California series May 13, 2025, 9:30 am PT/12:30 pm ET • LGHN Chapters Webinar: Mesa Chapter, May 21, 2025 - <i>Asian District a Cultural Gem in the Heart of Mesa, AZ</i> • Madrinas y Padrinos Webinar and Check-in May 22, 2025, 9:30 am PT to 11:00 am • Cigna Webinar May 22

June	• LGHN Chapter Webinar: California Resilience series, June 3, 9:30 am PT/12:30 pm ET • Polimorphic Webinar: AI for Local Governments June 24 (75 registrants) • GFOA Conference June 29-July 3 Washington, DC (Marcus Steele presented session and LGHN booth staffed over three days during exhibit hall hours)
July	• NALEO Conference July 22-24: LGHN presenting in collaboration with GFOA, Mario Diaz to represent • Heroes Webinar July 29 from 9:00 am PT/12:00 pm ET (35 attended)
August	• LGHN Chapters Webinar: Central TX Chapter, August 18 (160 registered) • Experiencia Puerto Rico
September	• Cigna Leadership “podcast-style” webinar September 3, 2025 • Zencity Webinar September 9 from 9:00 am PT/noon ET <i>Tools to Assist Elected Official in Financial Decision Making and Budgeting</i> • Cigna Webinar: Behavior Health September 10 • IL LGHN Chapter half day conference, Northwestern University, September 19 (and White Sox Game) • GFOA Rethinking Budgeting 9/23 • Cigna Webinar: Women’s Health September 25
October	• Central TX Chapter Conference: San Marcos, TX, October 3, 2025 • MMANC Conference October 14-17 Monterey, CA • ICMA Conference October 25-29 Tampa, FL (6 LGHN and Affiliates’ Sessions days and times forthcoming) • LGHN Dinner at ICMA, October 26 from 6:45 to 9:00 pm Columbia Restaurant (capacity capped at 175) • MissionSquare Personal Finance Best Practices October 23, 2025 • GFOA Budget Manager and Decision Architect October 31, 2025
November	• LGHN Chapters Webinar: Juntos Colorado POSTPONED FROM September

	• Affiliates' Webinar Series-NACA hosting POSTPONED
December	• LGHN Chapters Webinar: <i>Florida Resilient Leadership Best Practices</i>

2024

January 2024	• LGHN 2024 Conference January 17 – 19 in Mesa, AZ
February	• N/A
March	• N/A
April	• Madrinas y Padrinos: <i>Cycle Two Wrap Up on April 8, 2024</i> • NFBPA Forum Conference Baltimore, MD April 4 – 6, 2025
May	• LGHN Chapter Webinar: Central Texas Chapter on <i>May 13 from 10 am PT/1 pm ET</i> • LGHN and ICMA International Webinar Series: <i>Session One May 13 from 1 pm ET</i>
June	• GFOA Conference Orlando, FL from June 9 - 12, 2025 ➤ LGHN will host two sessions and staff a table at conference registration. ➤ Ramiro Inguanzo point person for LGHN and is responsible for staffing booth and session deliverables and logistics. • Affiliates' Webinar Series: <i>Staying connected apart and how to work and lead remotely: June 25, 2025, NFBPA hosting</i>
July	• LGHN Chapters Webinar: Central TX (attendees TBD)
August	• Experiencia Puerto Rico Conference, International Committee members attended August 25-28 LGHN • Affiliates' Webinar Series: <i>Leading versus managing NFBPA hosting August 29, 2024 with 99 registrants</i>
September	• Madrinas y Padrinos Third Cycle Kickoff (2024/2025) on September 19, 2024, 9 am to 1 pm PT Program Overview, DiSC Assessment and Discussion • LGHN Chapters Webinar: Illinois Chapter – Legacy Project (attendees TBD) • ICMA Conference Pittsburgh, PA (See Affiliate Sessions List Below)

	➤ <i>LGHN Booth in Exhibit Hall from September 21 through 24</i> <i>Set up at 10:00 am Saturday</i> <i>Staffed from 4:00 to 6:00 pm Sunday</i> <i>Staffed from 10:00 to 4:00 pm Monday</i> <i>Staffed from 10:00 to 2:00 pm Tuesday</i> <i>Pack up 3:00 pm Tuesday</i> ➤ <i>LGHN Annual Dinner at Hofbräuhaus on September 22, 2024, from 7:00 to 10:00 pm</i>
October	• Affiliates' Webinar Series: Designing sustainable smart cities and counties NFBPA hosting TBD POSTPONED • LGHN Chapter Webinar: <i>Juntos Colorado Chapter (TBD) POSTPONED</i>
November	• <i>MMANC Conference, Santa Rosa, CA 11/6-11/8: LGHN membership development lunch and Succession Planning Best Practices session (about 125 in person attendees)</i> • LGHN and ICMA International Webinar Series: <i>Session Two, November 15 9:00 am PT (About 60 attendees)</i> • Madrinas y Padrinos Webinar and Check-in 11/21 9:30 am PT/11:00 am PT <i>(About 48 attendees)</i>
December	• GFOA Webinar: Enterprise Resource Planning (ERP) Systems Implementation Best Practices, December 3, 2024 9:00 am PT/Noon ET <i>(About 40 attendees)</i> • Affiliates Webinar Series: Social media and data privacy I-NAPA hosting TBD POSTPONED
January 2025	• Madrinas y Padrinos Webinar and Check-in 1/16 from 9:30 am to 11:00 am PT <i>(About 40 attendees)</i> • LGHN Board of Directors' Retreat on <i>January 26, 2024, at the City of Mesa – Economic Development Offices</i>

	• LGHN 2025 Conference Mesa, AZ Convention Center <i>January 27-29 (About 220 attendees)</i>
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